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**National Round Table on the Environment  
and the Economy (Canada)**

**Annual Review**

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# ANNUAL REVIEW

**N**NATIONAL

ROUND TABLE

ON THE ENVIRONMENT

AND THE ECONOMY







*“We must be  
the change we wish to see  
in the world.”*

Mahatma Gandhi





**T**his is the third annual report of the National Round Table. I hope that it will convey to you an impression that the Round Table has grown rapidly toward maturity - that it has defined and engaged some of the major issues of sustainable development in Canada and abroad, and that progress on several fronts is now palpable.

Our foremost commitment throughout the year was preparation for the United Nations Conference on the Environment and Development - the "earth summit" - which culminated in the meeting of heads of state in Rio de Janeiro in June.

The Round Table's Committee on Foreign Policy anticipated the importance of UNCED over three years ago. The conference was expected to be a major opportunity for advancement of sustainable development around the globe. This interest and concern was first signalled to you in our inaugural annual report of June 1990.

The Round Table tendered formal advice to you in March 1992, addressing issues of strategy as well as substance. At your suggestion we had useful dialogue with the Minister of External Affairs, the Minister of the Environment, and senior officials who were engaged in UNCED preparations. Two of our members, Pierre Marc Johnson and Jim MacNeill, joined the Canadian delegation to UNCED, and were active participants in Rio.

In the aftermath it is clear that the Canadian delegation, with your strong leadership, had a major and positive impact on the outcome. Your initiative as the first signatory of the Convention on Biodiversity was noticed around the world, and may have been a crucial step in the recruitment of other signatories. For this, as well as many other significant interventions, you and your support team are to be congratulated.

It is too early yet for an appraisal of UNCED. Many who hoped for global unanimity and funding on a scale commensurate with the problems are disappointed. Realists will recognize, however, that commitment to revolutionary change which must ultimately embrace all nations cannot be achieved overnight.

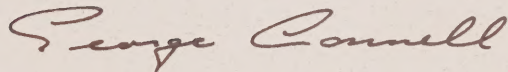




*The successes and failures of UNCED will become fully apparent in the months and years to come. While some important parts of the framework for a sustainable global ecology and economy have been conceived, no doubt much ingenuity, effort and expense will be required to consummate the achievements and provide remedies for the failures.*

*For Canadians the most important outcome may be the widespread realization that we have a remarkable opportunity to influence decisively the course of events on a global scale, to make the Brundtland vision a reality. The momentum generated at the Earth Summit must be sustained. We must not become complacent, but must work to implement the goals and agreements reached at the Summit. The Round Table will launch its own initiatives in this regard and will be responsive to your suggestions.*

*This report sets other important achievements of the Round Table and the issues which are currently engaging our attention and effort. I hope that you will share my conviction that we are continuing to meet the expectations for advancement of sustainable development that you adopted four years ago and which have continued to guide your actions.*

A handwritten signature in dark ink, reading "George Connell". The signature is written in a cursive, flowing style with a large initial "G".

DR. GEORGE CONNELL



# *t h e c h a l l e n g e*

...e have entered the world's fourth, great revolution. The first three - the agricultural, industrial, and information revolutions - were different. They reorganized society to produce more effectively. The fourth great social upheaval, the ecological revolution, will, we hope, reorganize society to produce without destructiveness. But it will do so only if we steer the gathering momentum away from its current destructive path.

If we are not successful, if we fail to establish a sustainable society, a deepening shadow will be thrown across all life on this planet. Our choice is not whether we wish this revolution to take place. There is no stopping it. Our only choice, is in how we shape it.

We know the power for ruin of the changes in motion: the defacement of our world, the disinheritance of peoples, the elimination of species, the proliferation of poverty. We are only beginning to grasp the power to create reciprocating, planetary well-being that can spring from a vision of balance, harmony, and interdependence; an emphasis on sharing and cooperation; a heightened sense of economic inter-reliance; and an accelerating determination to find and preserve an equilibrium.

We know that in the time it will take today's children to become grandparents we will have to construct an entire duplicate world to accommodate a doubling of population. If all peoples have the economic ability to participate, if sustainable development is achieved, it could present the most magnificent opportunity humankind has ever had. There is a potential for everyone to benefit; for repatriating to the disadvantaged a decent quality of living; for stimulating economic well-being in all parts of the world; for guaranteeing the continuance of species.

The destructive trends which we are seeing have their origins in the industrial revolution. The means of diverting them, of achieving sustainable development, will come from the information revolution — from our ability to gather, process, and disseminate information, from empowering people with knowledge and responsibility, and from developing skills to innovate and mobilize response.

As with all revolutions, however, institutions that once worked so well, so often now are stiff and stilted, ill-suited to the challenge of change. In large part our major institutions acquired their present contours in the industrial age. In historical terms, the information revolution came upon us so quickly that we have not yet had time to fully adapt. And now a new revolution is forcing upon us still different demands.







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The round table movement is unique to Canada. It tries to reach across all institutional lines, be they governmental, business, occupational, social, political, environmental, or regional, in order to encourage the flexibility of response necessary for the transition to a sustainable society. In particular, it seeks to identify more clearly the economic pathways to sustainable development.

The National Round Table on the Environment and the Economy is just one round table. There is also a round table for every province and territory and at the municipal level there are more than a hundred round tables with additional ones being formed each year.

To quote pending federal legislation, the National Round Table "is to play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, principles and practices of sustainable development...." The act defines sustainable development as "development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs."

The fundamental difficulty with so many of our institutions is that they reflect mindsets rooted in industrial society that channelled everything: information, action, status, and authority. Ecological impacts, however, overflow channels. Once an institution has made a decision the ecological impacts spread out, inundating areas far removed from the original decision. Each decision is like a stone thrown into a pool creating widening circles of consequences which multiply, interact and reinforce change. Tracking, assessing, and dealing with those ripples is not something that our institutions have been well equipped to do, especially when it takes them into the jurisdiction of some other institution or into an area where they lack expertise.

Those mindsets resulted in immense industrial and social advances. Standardization as a goal in everything from education to production lines resulted in efficiency, predictability, and the ability to control quality. However, to cope with the ecological revolution we also need the ability to enhance diversity.

Vertical categories for government ministries, the sciences, corporate departments, professional specialties, and just about everything else, mark our society. Yet to deal with the ripple effect of ecological impacts we need to be sensitive to horizontal relationships.

Hierarchical structures for authority are characteristic of our institutions, yet we know that we need broadly-based empowerment if we are going to respond successfully to current needs. Time and again the United Nations' World Commission on Environment and Development (the Brundtland Report) stressed the need for establishing a much wider responsibility.

The concept of sovereignty has been sacrosanct since the settling of North America. In Canada it carries over in modified form from the federal level into the provincial. But exclusivity works against the interdependence that is so much a part of ecological realities.

We use the adversarial system in parliament, in the courts, and in labour-management relations to resolve differences. But whatever the outcome it still leaves both sides as adversaries. What the ecology needs is not adversaries but benefactors; consensus decision making which enlist supporters, not adversarial struggles which create winners and losers.

Competition is invaluable as an incentive to improve and to develop efficiencies. But sometimes it overshadows the requisite co-operation so desperately needed in the ecology.





Central authority in government and business allows for consistency in action, a comprehensible profile to outsiders which can instill confidence, and a coherent role for subordinates. But central authorities have difficulty dealing with the multiplicity and complexity of ecological issues. They are too far away from the specifics.

Decentralization takes decision making much closer to the problems . . . and to possible solutions.

Since the time of Thomas Hobbes, promotion of individual rights has been the touchstone of progressive thinking. However the touchstone in the ecological revolution will be collective rights. For instance the enhancement of diversity, by definition, involves collective rights because it deals with producing benefits not for specific individuals but for all people.

Looked at another way, under the system of common law in English Canada, what is not prohibited is permitted. Consequently, all regulation aimed at ecological sustainability restricts what otherwise would be permitted and immediately is, again by definition, an infringement of private rights — rights to property or to freedom of action of individuals or companies.

Tension between individual and collective rights will not end. But sustainability will be slowed unless there are clearly enunciated mutual targets.

Conflict is often seen as an essential dynamic of society. In fact a recent publication dealing with sustainable development credited it with raising issues, forming new constituencies, and effecting social change. However, what the ecology urgently needs is not more conflict, but harmony.

In the past, regulation has been one of the principal instruments in resolving conflict. It has simply set down what must, or must not, be done. However it will be counter-productive to rely too much on regulation. The ecological revolution will be teeming with potential conflict and if regulation is the fundamental means of dealing with it, there will be such a glut of laws, directives, guidelines, and assessments that the nation will tie itself in knots trying to wend its way through them all — to say nothing of the morass of litigation that would accompany them.

It will be far preferable to establish common goals, common attitudes, a common understanding. In other words, far better to emphasize harmony through education by identifying the economic advantages of sustainability and the benefits of a less destructive existence.

Finally, the main measure of economic progress over the past two centuries has been the measurement of quantity of which gross domestic product is now the prime example. The main measure of progress in the ecological revolution will be much more difficult to quantify; it will be the ability of the economy to sustain the quality of life in all its forms.



The National Round Table was created in 1988. If institutions are organs within the body politic, then it is the interstitial spaces that are the focus of the round table movement. Those are the spaces across which lie the connections, so often constricted, to and from the institutions. It is because connections are constricted that the body politic has reacted sluggishly over the past thirty years to ecological warnings. The task of the round tables is to help strengthen the connections, to help vitalize the body, because it will need to improve its reflexes significantly if it is to cope at all well with the ecological revolution.

The techniques used by the National Round Table are straightforward: to draw its membership from across the full spectrum of Canadian life so that it can bring diversity, horizontal relationships, and wide-ranging expertise to any issue and to any relationship; to act as a catalyst and co-ordinator among people and institutions for those very same reasons, but also to encourage commitment to sustainable development, empowerment among those anxious to participate, and decentralization of decision making; and to conduct its operations by consensus so as to enlist support, foster co-operation and promote harmony.

Its members include corporate executives, community activists, federal and provincial government ministers, scientists, labour leaders, economists, private environmentalists, academics, the former secretary general of the Brundtland commission, farm and fisheries representatives, and aboriginal peoples.

In the past year it has participated in studies covering a broad range of issues; launched two very large education programs, one aimed at formal and the other at informal education; co-operated in what can broadly be described as forums for learning through workshops, conferences internships and training programs; organized dialogues among interested parties in forestry and tourism; capped two years of debate and analysis with a report to the Prime Minister recommending positions for Canada to take at the United Nations Conference on the Environment and Development held in June at Rio de Janeiro; engaged with others in publishing a variety of handbooks and reports; and developed a strategic plan, an integral part of which involved what has been called a "roundtabling exercise," a series of regional consultations across Canada that invited broad and diverse groups of people to discuss what should be the direction and priorities of the National Round Table.

Above all it was a year that emphasized that people everywhere in Canada are eager to participate in furthering sustainable development. And that they are knowledgeable about the challenges we face. All they need is direction and opportunity.



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# *s t r a t e g i c   i m p e r a t i v e s*

As a first step after its inception, the National Round Table set

objectives which would promote sustainable development. It declared that fundamental to them is an awareness that: "The natural world and its component life forms and the ability of that world to regenerate itself through its own evolution has basic value. Within and among human societies, fairness, equality, diversity, and self-reliance are pervasive characteristics of development that is sustainable."

## THE OBJECTIVES ARE TO ESTABLISH:

### • *Stewardship*

We must preserve the capacity of the biosphere to evolve by managing our social and economic activities for the benefit of present and future generations.

### • *Shared Responsibility*

Everyone shares the responsibility for a sustainable society. All sectors must work towards this common purpose, with each being accountable for its decisions and actions, in a spirit of partnership and open cooperation.

### • *Prevention and Resilience*

We must try to anticipate and prevent future problems by avoiding the negative environmental, economic, social and cultural impacts of policy, programs, decisions and development activities. Recognizing that there will always be environmental and other events which we cannot anticipate, we should also strive to increase social economic and environmental resilience in the face of change.

### • *Conservation*

We must maintain and enhance essential ecological processes, biological diversity and life support systems of our environment and natural resources.

### • *Energy and Resource Management*

Overall, we must reduce the energy and resource content of growth, harvest renewable resources on a sustainable basis and make wise and efficient use of our non-renewable resources.

### • *Waste Management*

We must first endeavour to reduce the production of waste then reuse, recycle and recover waste by-products of our industrial and domestic activities.

### • *Rehabilitation and Reclamation*

Our future policies, programs and development must endeavour to rehabilitate and reclaim damaged environments.

### • *Scientific and Technological Innovation*

We must support education and research and development of technologies, goods and services essential to maintaining environmental quality, social and cultural values and economic growth.

### • *International Responsibility*

We must think globally when we act locally. Global responsibility requires ecological interdependence among provinces and nations, and an obligation to accelerate the integration of environmental, social, cultural and economic goals. By working cooperatively within Canada and internationally, we can develop comprehensive and equitable solutions to problems.

### • *Global Development Consistent With All Other Objectives*

Canada should support methods that are consistent with the preceding objectives when assisting developing nations.



Last year, following a series of "round-tableing" consultations across Canada, the National Round Table adopted the following strategic imperatives as priorities for guiding its activities:

1. *Acknowledging the need for growth sufficient to meet human needs and aspirations,*  
but also:
2. *Rapidly reducing the energy and resource content of growth;*
3. *Increasing equity within nations and between developed and developing nations;*
4. *Reducing high rates of population growth;*
5. *Reducing certain forms of consumption;*
6. *Conserving and enhancing the resource base;*
7. *Establishing more open information systems;*
8. *Encouraging high rates of investment to restore capital which has been lost;*
9. *Changing institutions in ways that will ensure environmental and economic issues are integrated during decision making.*

The National Round Table also identified the kinds of activities that it will undertake.

It will focus on:

- *tools for measuring and promoting sustainable development;*
- *sectoral issues; and*
- *cross-sectoral issues.*

Under "Tools" it will concentrate on four areas:

- *accountability;*
- *indicators of sustainable development;*
- *economic incentives; and*
- *consensus decision making.*

Under "Sectoral Issues" it considers energy and resource management to be most critical for Canada and consequently it will deal with:

- *sustainable forests;*
- *sustainable energy use;*
- *sustainable agriculture;*
- *fresh water.*

Under "Cross-sectoral Issues" it adopts an ecosystemic approach to planning by concentrating on subjects that pass, as a common thread, through various sectors. For instance biodiversity, global warming, poverty, and acid rain are cross-sectoral issues. And so were the three issues on which the National Round Table focused its advice to the Prime Minister concerning Canada's position at the Earth Summit at Rio de Janeiro because each was common to the majority of the agenda items placed before the conference.

Through its first two-and-a-half years, the National Round Table maintained committees which were responsible for developing initiatives, presenting them to Plenary for approval, and then implementing them. Last year the National Round Table changed the system. Now the Plenary develops initiatives and assigns them to a task force for implementation. Currently there are task forces on Consensus Decision Making, Economic Instruments, Sustainability and Prosperity, Biodiversity, and Education. In addition, there are a number of initiatives undertaken jointly with other organizations..







# *i n i t i a t i v e s*

The National Round Table has declared that it will be an agent of change for sustainable development — by being a catalyst, partner, advisor, promoter, interpreter, contributor, researcher, and clearinghouse for information. In short, by being and doing everything it can as a multi-disciplinary, multi-jurisdictional, and multi-interest body that has but one mandate: to reconcile divergent interests to the primacy of sustainable development. To that end it engaged in the following initiatives last year.

## **REPORTING TO THE PRIME MINISTER**

The National Round Table presented to the Prime Minister a "Memorandum of Advice" on what Canada's role could be at the United Nations Conference on the Environment and Development in Rio de Janeiro. The NRT's Task Force on Foreign Policy commissioned several research papers and dedicated almost two years of its thinking to developing the memorandum which was based on the premise that, "Progress toward sustainable development is truly meaningful only if it is conceived and practised on a global scale."

Recommendations centred on only three issues - namely reform of international institutions, technological co-operation, and financial resources - because they were the ones upon which the success of all agenda items depended and because "Significant progress on these issues would facilitate agreements in other areas and would create durable infrastructure, relationships and resources for the long

term." It offered a number of suggestions which, if implemented, would:

- improve the ability of international institutions to integrate ecological issues with political, social, and economic issues;
- provide new approaches to technological co-operation between the industrialized and the less developed nations; and
- for the foreseeable future place the direct cost of progress on a global scale upon the industrialized nations and commit Canada to a leadership role in mobilizing financial resources to achieve sustainable development at home and abroad.

The Prime Minister responded by letter saying, "...it is clear that the Round Table has produced a high calibre and thought-provoking set of recommendations. They will be of tremendous assistance...."







**“**PROPER INCENTIVES WILL ENCOURAGE ECONOMIC ACTIVITY  
THAT IS CLEAN, EFFICIENT, AND COMPETITIVE AND  
AT THE SAME TIME WILL ENCOURAGE INNOVATION AND  
PRODUCT DEVELOPMENT, PROMOTE SUSTAINABLE DEVELOPMENT,  
AND IMPROVE CANADA’S OVERALL COMPETITIVE POSITION.**”**



## COLLABORATING IN SECTOR DIALOGUES

*Forest Round Table*

The National Round Table acted as a catalyst to establish a forest round table with the broadest collection of interests ever assembled. There are three objectives: to develop a vision and principles for sustainable development in Canada's forests; to have each participant develop an action plan for its contribution to sustainable development; and to make recommendations to governments and other jurisdictions. There are 25 participants including representatives from industry, unions, the Aboriginal Forestry Association, the NRT, and the Sierra Club. So far there is agreement on 26 principles and some participants have developed individual plans or codes of practice.

*Tourism Round Table*

The Tourism Industry Association of Canada agreed to take a lead role with the National Round Table in setting up a dialogue on sustainable development in the sector and, together with the Round Tables of P.E.I. and Saskatchewan, formed a Steering Committee to inaugurate the first meeting of 21 Stakeholders in Halifax in early 1991, including groups such as provincial ministries, the Canadian Automobile Association, the Canadian Wildlife Federation, a representative of First Nations groups, Heritage Canada and the Canadian Parks Service. As part of phase one, the goal of the group was to hammer out a set of guidelines and codes of practice for sustainable development which could be adopted by all Stakeholders in the Tourism sector.

In a report prepared by Lou D'Amour, retained to co-ordinate the Dialogue, these Principles and Practices were initially applied to specific sectors within the Tourism industry such as: Accommodation, Foodservice, Tour Operators and Ministries of Tourism. These Codes and Guidelines for Sustainable Tourism were enthusiastically accepted at the Tourism Industry Association of Canada's Annual meeting in February, 1992.

With Provincial Round Tables in Saskatchewan, Prince Edward Island, Manitoba, and Alberta endorsing this initiative, discussions are now underway to implement the Codes and Guidelines as Phase II of this Dialogue process. It is hoped that Phase II will be funded in part by the Environmental Partnership Fund under the Green Plan, for which a proposal is currently being prepared.



## PROMOTING EDUCATION

### *Integrating Sustainable Development into Formal Education*

Sustainable development applies to all disciplines and should be taught in elementary and secondary schools not as a separate field of study but as part of most academic subjects. At the instigation of the National Round Table a Sustainable Development Education Program was launched to develop programs for educators and student teachers, and to evolve guidelines for integrating sustainable development concepts and principles into curricula. A board of 23 directors was established, funds were raised, the program was affiliated with the Conference Board of Canada for managerial and administrative purposes, an executive director was hired, the philosophy of the program was defined, a plan of action was developed, and consultation and research is underway.

### *Educating the General Public about Sustainable Development*

As a result of a collaborative effort among the National Round Table, ParticipACTION, and the Department of the Environment, the development of a social marketing strategy was proposed that aims at fostering responsible citizenship as a means of furthering sustainable development. The proposal is a direct response to recommendations of the Brundtland Commission and Canada's National Task Force on the Environment and the Economy, and to the newly revised World Conservation Strategy. They call for expansive campaigns of public education, debate, and public participation. The proposal recommends 20 different

initiatives to solicit individual and community involvement and, at the same time, to reinforce existing programs and initiatives across Canada. ParticipACTION would carry responsibility for implementation. The program would include year-round public service messages, television programs, educational and motivational materials for community leaders, multi-stakeholder coalitions, and community participatory events. Through its Education Task Force, the NRT is seeking to involve provincial and territorial round table colleagues.

### *Soliciting Advice*

The National Round Table's Task Force on Education solicited advice on what it should be doing by inviting interested parties to present their views at hearings in Winnipeg and Ottawa. Twenty-six participants who were predominantly educators and environmentalists accepted the invitation in addition to representatives from the Sustainable Development Education Program, the Canadian Council of Ministers, and provincial round tables in British Columbia, Alberta, Manitoba, Ontario, New Brunswick, and Newfoundland. Their advice was extremely helpful to the task force as it prepared its action plan.

### *The Shad Valley Sustainable Development Educational Module*

The Shad Valley Program at the University of British Columbia is a summer course in technology and entrepreneurship for interested senior high school students. The National Round Table introduced into the program a sustainable development module that offers critical analysis of scientific and technological practices. The goal is twofold: to encourage students to practise a more sustainable entrepreneurship in science, technology, and commerce; and to develop a working model for teaching sustainable development that can be useful to other educational programs.





## PARTICIPATING IN STUDIES AND REPORTS

*The Canadian Wetlands Conservation Task Force*

In 1990 the National Round Table and other participants convened the Sustaining Wetland Forum which produced a report often described as a comprehensive backgrounder for sustaining wetlands. More than 6,000 copies of the report were distributed. Since then, the Canadian Wetlands Conservation Task Force has monitored implementation of the report's 73 recommendations, reviewed action on wetlands conservation, provided advice concerning the report, and is preparing additional reports recommending follow-up actions. Participants in the Task Force are the National Round Table, the Canadian Federation of Agriculture, the Canadian Pulp and Paper Association, the Canadian Wildlife Service, the Canadian Institute of Planners, Ducks Unlimited, and Wildlife Habitat Canada.

*Task Force on Biodiversity*

A task force on biodiversity was established and charged with two responsibilities: the first is to maintain an overarching capacity to address biodiversity issues in any of the other initiatives undertaken by the National Round Table; the second is to examine the work being done by other agencies, and the inventory of information that already exists, to determine whether there is a unique role for the National Round Table to play that will further the cause of biodiversity in Canada.

*Waste Management Report*

A study on the "Impacts on Waste Management Practices of Federal Policies, Programs, and Legislation" was undertaken, and has been referred to Environment Canada for consideration and implementation.

*Rural Renewal*

The National Round Table is examining opportunities and barriers to an economic and ecological renewal in rural Canada. The intention is to assemble information from which recommendations for further action can be developed. The National Round Table sees an intriguing potential for linking sustainable agriculture, sustainable communities, landscape ecology, and biodiversity into a gradual revitalization of rural Canada. The examination was precipitated by the growing urgency for alternative economic development in rural areas, a strong sense of resource and landscape stewardship among producers, pending international trade agreements, and an accelerating concern for the competitiveness of the agri-food sector.

*Office of the Auditor General of Canada: Joint Study*

After the National Round Table initiated formal discussions with representatives of the Office of the Auditor General of Canada, a principal from that office was seconded to the National Round Table to assist in the drafting of an issue paper on accountability and reporting on sustainable development in the public service.



## *Sustainability and Prosperity*

In November the National Round Table and the Institute for Research on Public Policy established a Senior Advisory Committee to oversee research on links between sustainable development, competitiveness, and human well-being; and to generate a deeper awareness of sustainable development as a contributor to Canadian competitiveness in the global marketplace and in the overall quality of life. This initiative will culminate in a symposium in the Fall of 1992 on the theme "Sustainability: the Key to Competitiveness in the 21st Century". In preparation are the following:

### ***A Report on Sustainability and the Financial Services Industry***

The report will identify the information required by industry to assist in the management of risk. It will recommend guidelines for management to improve its assessment of risk.

### ***A Report on Lender Liability***

Current uncertainty over the potential liability of investors and lenders makes it difficult for some worthwhile projects to attract capital. Consequently the report will examine liability in the context of contaminated sites and, through a multi-stakeholder task force, recommend measures to improve the investment and competitive climate.

### ***An Examination of Environmental Regulation and Competitiveness***

A study group drawn from diverse interests was formed to examine recent assertions that environmental regulations can create competitive advantage. The group is focusing on the pulp and paper industry in an effort to gain a better understanding of the relationship between environmental protection and competitiveness. It will conduct case studies of the industry in the United States, Finland, Sweden, Japan, and Canada.

### ***A Paper on Economic Instruments***

The paper will outline specific competitive situations where effective economic instruments will promote sustainability and efficiency.

### ***A Study on Infrastructure, Sustainability, and Prosperity***

The primary purpose of the study is to identify key issues and tensions that permeate infrastructure planning so that they can be addressed in the search for an economically prosperous and sustainable society.

### ***A Report on Government Incentives and Sustainable Development***

The report will highlight the relationships between Government incentives and sustainable development. Agriculture, which is widely perceived as a sector where incentives impede progress toward sustainable economic practices, serves as a case study.

### ***A Report on Jobs, Training, and Sustainable Development***

The report will explore the links among jobs, sustainability, and competitiveness and the issues which stem from these interrelationships.

### ***A Report on Environmental Industries***

In order to emphasize business opportunities for enterprises involved in end-of-pipe abatement equipment and the design of new processes and technologies for environmental protection, the report provides an overview of trends emerging in the environmental industry in Canada. The report offers a discussion of Canada's role as a potential competitor in the environmental industry with a view to enhancing how it may achieve these goals.

### ***A Report on Sustainable Development, Trade, and Competitiveness***

The report will examine the impact on competitiveness of lower environmental standards in other jurisdictions. Concern over this issue has heightened as a result of negotiations for a North American Free Trade Agreement.

### ***An Examination of Environmental Assessment and Competitiveness***

An examination of the proliferation of environmental assessment processes in Canada is being conducted to determine their impact on Canada's international competitiveness. One objective is to identify opportunities for rationalization and jurisdictional harmonization. Included in the examination will be a review of such processes in other countries.





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A study group drawn from diverse interests was formed to examine recent assertions that environmental regulations can create competitive advantage. The group is focusing on the pulp and paper industry in an effort to gain a better understanding of the relationship between environmental protection and competitiveness. It will conduct case studies of the industry in the United States, Finland, Sweden, Japan, and Canada.

### ***A Paper on Economic Instruments***

The paper will outline specific competitive situations where effective economic instruments will promote sustainability and efficiency.

### ***A Study on Infrastructure, Sustainability, and Prosperity***

The primary purpose of the study is to identify key issues and tensions that permeate infrastructure planning so that they can be addressed in the search for an economically prosperous and sustainable society.

### ***A Report on Government Incentives and Sustainable Development***

The report will highlight the relationships between Government incentives and sustainable development. Agriculture, which is widely perceived as a sector where incentives impede progress toward sustainable economic practices, serves as a case study.

### ***A Report on Jobs, Training, and Sustainable Development***

The report will explore the links among jobs, sustainability, and competitiveness and the issues which stem from these interrelationships.

### ***A Report on Environmental Industries***

In order to emphasize business opportunities for enterprises involved in end-of-pipe abatement equipment and the design of new processes and technologies for environmental protection, the report provides an overview of trends emerging in the environmental industry in Canada. The report offers a discussion of Canada's role as a potential competitor in the environmental industry with a view to enhancing how it may achieve these goals.

### ***A Report on Sustainable Development, Trade, and Competitiveness***

The report will examine the impact on competitiveness of lower environmental standards in other jurisdictions. Concern over this issue has heightened as a result of negotiations for a North American Free Trade Agreement.

### ***An Examination of Environmental Assessment and Competitiveness***

An examination of the proliferation of environmental assessment processes in Canada is being conducted to determine their impact on Canada's international competitiveness. One objective is to identify opportunities for rationalization and jurisdictional harmonization. Included in the examination will be a review of such processes in other countries.





## CREATING FORUMS FOR LEARNING

### *Workshops for Small and Medium-sized Businesses*

The National Round Table and the Canadian Chamber of Commerce undertook to sponsor environmental management workshops for small and medium-sized business operators. Learning and teaching materials were developed and four pilot workshops were held. In the forthcoming year five to ten workshops will be offered. The existence of about 900,000 small businesses in Canada underlines the importance of this initiative.

### *Canadian Centre for Management Development*

At the invitation of the Canadian Centre for Management Development, a National Round Table representative sits as a member of the centre's advisory committee that deals with retraining programs in the area of sustainable development. The centre is the federal organization responsible for training senior civil service managers up to the level of deputy minister.

### *Department of Industry, Science and Technology*

At the request of the Department of Industry, Science and Technology, the National Round Table is helping to design a training program that will sensitize the department's 700 commerce officers to environmental management issues. An NRT representative also sits as an advisor on the department's steering committee on environmental protection. The committee offers guidance for implementing the memorandum of understanding between Industry, Science and Technology and the federal Department of the Environment.

### *Conference on Trade, Environment, and Competitiveness*

In partnership with Environment Canada, the Department of Industry, Science and Technology, and the International Institute for Sustainable Development, the National Round Table held a conference on "Trade, the Environment and Competitiveness". Discussion centred on the links between trade and ecology and the incorporation of ecological concerns into such trade-governing associations as the the European Community, the OECD, GATT, and free trade between Canada and the United States and possibly with Mexico. It also considered the influence on producers of rising ecological consciousness among purchasers. A book about the conference will be published with an update of the situation as it currently stands.

### *Sustainable Development Awards at the Canada-Wide Science Fair*

The Youth Science Foundation and the National Round Table sponsored five awards worth a total of \$2,500 at the Canada-Wide Science Fair. The awards are for the projects that best exemplify sustainable development practices. Last year the awards winners were:

1. **Sandy Geddes**  
Booth Memorial Junior Secondary (B.C.)
2. **Anthony Howe**  
Sea View Junior Secondary (B.C.)
3. **Laura Ralph**  
James A. Magee Community School (Ont.)
4. **Erika Manders**  
North Island Secondary School (B.C.)
5. **Mark Kirchhof**  
Barrie Central Collegiate (Ont.)

### *Canadian Association of Round Tables*

CARTS is an affiliation of Round Table Secretariats with representation from the National, Provincial, and Territorial Round Tables. CARTS holds a formal meeting each year to discuss trends in sustainable development. The 1991 CARTS meeting was held in November in Vancouver, British Columbia. Among the sessions were workshops on Economic Instruments and Sustainable Communities. There was also a special session on UNCED which resulted in a joint communique being drafted and passed on to the Prime Minister.

Additional meetings are held throughout the year to allow Round Tables to keep abreast of each others work.



“...A SUSTAINABLE DEVELOPMENT EDUCATION PROGRAM WAS LAUNCHED  
TO DEVELOP PROGRAMS FOR EDUCATORS AND STUDENT TEACHERS,  
AND TO EVOLVE GUIDELINES FOR INTEGRATING SUSTAINABLE DEVELOPMENT  
CONCEPTS AND PRINCIPLES INTO CURRICULA.”



## PUBLISHING BOOKS, GUIDES, NEWSLETTERS, AND VIDEOS

*Sustainable Development Series*

The NRT's Communications Department published 10,000 boxed sets of five handbooks on sustainable development and distributed them to a targeted audience. Each set contained:

***The National Waste Reduction Handbook*** - which identifies new waste management strategies for Canadian municipalities. It was sponsored by the Federation of Canadian Municipalities, and Browning-Ferris Industries Ltd.

***Discussions on Decision Making Practices for Sustainable Development*** - which is a practical guide illustrating approaches to difficult environmental decisions affecting companies, unions, governments, non-governmental organizations, and professional organizations. It was sponsored by Procter & Gamble Inc. and includes material donated by the Manitoba Round Table and the British Columbia Round Table.

***Sustainable Development: A Manager's Handbook*** - which is designed to assist managers in grading the performance of their organizations in relation to sustainable development, and to guide them in undertaking a "do-it-yourself" environmental audit. It was sponsored by the Royal Bank of Canada.

***On the Road to Brazil: The Earth Summit*** - which assists Canadians in understanding the issues before the United Nations Conference on the Environment and Development at Rio de Janeiro. It is a collection of papers on the summit produced by the United Nations Association in Canada combined with edited versions of two research papers commissioned by the NRT to assist it in developing recommendations for the Prime Minister.

***Preserving Our World: A Consumer's Guide to the Brundtland Report*** - which is aimed at helping Canadians understand the nature of sustainable development. It is a republication of Warner Troyer's handbook which first appeared in 1990 and was included in the boxed set with sponsorship from Canadian Pacific Hotels and Resorts.

*Resource Book for Municipal and Local Governments*

In partnership with author Mark Roseland, the National Round Table published "Towards Sustainable Communities: A Resource Book for Municipal and Local Governments" which will be distributed across Canada in August 1992. It will have a strong focus on tools to address such issues as atmospheric change, air quality, the greening of cities, procurement policies, and community development.



### *Trade, Environment and Competitiveness: Sustaining Canada's Prosperity*

This book, edited by John Kirton and Sarah Richardson, provides a timely overview of the issues and perspectives involved in pursuing trade agreements that respect the precepts of sustainable development. This volume, due to be released in the fall, is based on the edited version of twenty-one major presentations made at the Toronto Conference on "Trade, Competitiveness, and the Environment" (November 4, 1991) hosted by the National Round Table Foreign Policy Committee. This conference brought together the leading Canadian and International stakeholders from the government, business, environmental, and academic communities to exchange views on the multifaceted linkages between trade and the environment.

### *A Book for Labour on Sustainable Development*

With the assistance of the Canadian Labour Congress as a co-sponsor, the National Round Table neared completion of a book designed to help workers better understand the issues surrounding sustainable development, especially as they apply in the workplace.

### *Educational Kit: Model Round Table for Youth*

The National Round Table published a kit that shows young people how to simulate a round table using a local ecological issue and adopting the roles of interested parties such as company officials, unionists, ecologists, government officials, and citizen advocates. The kit can be used by teachers in classrooms or by young people in clubs or informal groups. It can engage participants in communication and negotiation skills not necessarily taught in formal education systems — such as debate, consensus decision making, and conflict resolution.

### *Youth Action Guide for Sustainable Development*

The National Round Table is preparing for publication a "Youth Action Guide for Sustainable Development" to provide young people with a simple straightforward overview of global issues and their interdependence. The guide will examine the issues and suggest possible approaches and solutions aimed at achieving sustainability. It will offer widely diverse views of youths from around the world and will be a followup to the AIESEC Global Seminar Series and World Theme Conference (AIESEC - Association internationale des étudiants en sciences, économiques et commerciales)

### *Quarterly Newsletter*

The National Round Table Review, a national newsletter that ran to 28 pages in its Spring issue, is published quarterly and distributed free of charge to more than 12,000 businesses, environmental groups, academic institutions, government agencies, municipalities, media, provincial and municipal round tables, and individuals. Its purpose is to provide a national audience with news and analysis concerning sustainable development.

### *Music Video*

In its continuing effort to promote awareness of sustainable development among Canadian youth, the National Round Table is preparing a music video for release in the fall of 1992 featuring Juno Award winner the Infidels and other special guests performing lyrics and music specially commissioned by the NRT to highlight pressing ecological concerns.

### *Animated, Interactive Computer Diskette*

The National Round Table produced a computer diskette that uses a combination of graphics and text to help explain the round table process. The interactive features allow a viewer to choose what to see and what questions to have answered.

### *Public Service Announcements*

Throughout the year four, 30-second messages about sustainable development were aired in both English and French over Radio Québec, CFCF 12 Montréal, TVA Rivière-du-loup, NTV Newfoundland, and STV in both Regina and Saskatoon.



# THE FOREST SECTOR DIALOGUE:

*"No one thought we'd get that far"*

Forestry is the biggest industry in Canada but it is also the largest battlefield. So when John Houghton began calling around to invite stakeholders to participate in a Forest Round Table on Sustainable Development the response was wary. People would give it a try — hell, relations between the industry and environmentalists were at such an impasse they'd give almost anything a try — but few held out much hope.

The Canadian Pulp and Paper Association agreed to send a representative. So did the Sierra Club of Canada, the Paperyworkers Union and the IWA Canada, forest industry associations, the Canadian Wildlife Federation, the National Aboriginal Forestry Association, the Task Force on Churches and Corporate Responsibility, the Canadian Forestry Association, the Fur Institute of Canada, Wildlife Habitat Canada, the Canadian Parks and Wilderness

Society, and various other environmental groups, companies, and associations. There were twenty-five in all and they posed as great a challenge to operating by consensus as anyone might conceive.

Yet, a year and six meetings later, the Forest Round Table has agreed to twenty-six "Principles for Sustainable Development"; participants are completing individual action plans to implement those principles; and a seventh meeting has been scheduled to discuss harvesting practices and clearcutting. Most significantly of all, it has developed a remarkable *esprit de corps*.

"I got a lot of pride out of all this," says Houghton and that feeling seems to be widespread.

Houghton is chairman of Quebec and Ontario Paper

Company Ltd., the past president of the Canadian Pulp and Paper Association, and a member of the National Round Table.

He is himself is an example of what the National Round Table is trying to achieve as it seeks to overcome institutional barriers to sustainable development — as he is the first to admit during a conversation in his St. Catharines office.

**"I HAVE A DIFFERENT  
PERSPECTIVE OF CANADA'S  
FORESTS THAN I HAD  
BEFORE."**

He has changed both "professionally and personally", he says.

Like many executives in the forestry industry, Houghton



worked his way up through small company towns where he says there were few community challenges to his convictions. If you consider one large pulp and paper company — the fifth largest in Canada — as an institution in microcosm, then it is apparent how, in at least one way, institutions can become resistant to outside influence. People who followed the route that he did could be somewhat removed from the firing line of

public opinion and could develop an instinctive reaction to criticism that depicted outside critics as ill informed. "They just don't understand," was the standard reaction, Houghton says.

"By the same token", he adds, "environmentalists often don't appreciate the discomfort (to put it mildly) of sitting at a boardroom table trying to justify the extra expense of diverting a logging road around a sensitive

area while the chief executive for management, whose primary responsibility is to keep the company solvent and competitive, is focusing fiercely on achieving maximum cost efficiency in unit operations."

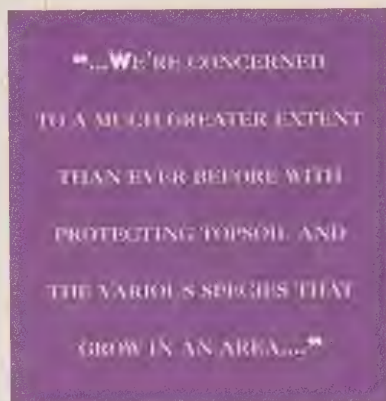
"When I joined the National Round Table a year and a half ago I began being exposed to a whole new set of values," Houghton says. "Whether or not I agreed with them, I had to accept that they were real." And after a year on the Forest Round Table "I have a different perspective of Canada's forests than I had before."

He also sees that participants with non-business backgrounds on the Forest Round Table "are coming to accept that there is an economic side" to Canada's forests that is desperately important to the country and extremely difficult to balance in the face of global competition.

"I'm sure that's true," says Elizabeth May, national representative of the Sierra Club of Canada and the person who is credited with almost single handedly stopping the spraying of pesticides in Nova Scotia.

"We were aware of the economic side before," she says, "but the sustained interaction with industry representatives has helped develop a broader appreciation of economic intricacies".

"It used to be," says Houghton, "that we'd look at timber and our only thought was how would we get that tree from the forest to the mill as efficiently as possible." Now he says we're concerned to a much greater extent than ever before with protecting topsoil and the various species that grow in an area, guarding against runoff and erosion, ensuring regeneration, maintaining wildlife, and considering recreational and aesthetic issues.



He calls these "values" and as he talks it becomes apparent that they are more than professional considerations. They've also become increasingly central to his personal life — "partly," he says, "because I've learned a lot and partly because I've discovered these values have more importance than I've been willing to give them before." Houghton asked only one thing of the people he invited to join the Forest Round Table. They had to accept that there was a relationship between the economy and the environment.







If Hinton provided the glue, the next meeting did the bonding. It took place in the towering old growth forest of the Carmanah Valley on the west coast of Vancouver Island. It was very emotional for everyone, says Houghton. Mutual respect had been growing, as had individual credibility. Carmanah supplied inspiration. Now people were finding themselves committed to succeeding — and they did.

By the time they completed their sixth meeting in Timmins, Ontario, they had their twenty-six principles. "They discovered that they could agree on seventy-five to eighty per cent of the things where they thought they'd never get agreement," Houghton says. "The other twenty-five per cent they may never agree on. But the fact

that they could agree on so much so readily made them realize that when it came down to deciding, they had come to positions they didn't know they had arrived at and hadn't even recognized."

"It was a bonding experience," says May, "and we ended up with a good set of principles. No one thought we'd get that far. It's been one of the best multi-stakeholder experiences I've ever had."

Claire Dansereau, forest and environment planner for the IWA, has a similar assessment. "We started off being very general and (became) very specific and hard-nosed, and

One of the first things the group did was form a steering committee and one of the first things the committee did was invite Professor Hamish Kimmins, of the Department of Forest Ecology at the University of British Columbia, to act as moderator for meetings.

The first meeting was held in June 1991 and its main achievement, according to Houghton, is that "it didn't blow up." Instead of immediately confronting tough issues such as clearcutting, pesticide use, and biodiversity, participants decided to try and establish a set of principles to guide their actions.

It was the third meeting at Hinton, Alberta, about 30

kilometres from the entrance to Jasper National Park, that the group began to click. "We were in the woods," says Joe O'Neill, vice-president of woodlands for the Miramichi Pulp and Paper Company, and "the discussion led to a knock-down drag-out fight on herbicides, probably the best exchange of views on that subject that I have seen. Everyone took off their gloves. Everyone took turns talking and everyone took turns listening. No one moved for an hour, right there in the woods, just bearing down on that subject. But at the end of this discussion you could see both sides budging just a little bit. I

decided to stick with the group after that."

"I think that was the meeting that furnished the glue that brought the group together," says Houghton.

**"EVERYONE TOOK OFF THEIR GLOVES. EVERYONE TOOK TURNS TALKING AND EVERYONE TOOK TURNS LISTENING. NO ONE MOVED FOR AN HOUR..."**

kilometres from the entrance to Jasper National Park, that the group began to click. "We were in the woods," says Joe O'Neill, vice-president of woodlands for the Miramichi Pulp and Paper

that was a result of the trust developed in the room. I spent a lot of time wondering why that trust was there, and it's real trust, it's not put on for the time we are together. I think that where the trust came from was the fact that we had to have an Action Plan. Action plans allowed the process to focus and become effective much more quickly."

pants asked for comment from a member of the National Round Table secretariat who was serving as staff to the Forest Round Table.

"You are the actors," he said. "No matter to whom you make your recommendations, you are the ones who'll have to implement them. You are it."

As well as preparing recommendations, they decided to hold a seventh meeting in the fall of 1992 at Miramichi, New Brunswick, and to take on a heavy issue — clearcutting. This will be where, as Houghton likes to say, the rubber will hit the road. The object, he says, will not be to declare

As for the Forest Round Table, "There may be other ways of getting agreement. But this is sure proving to be a good way. You *can* reach consensus. It's a compromise, but it's a helluva lot better than where we started from. And for a company it's much more efficient than a confrontational approach."

#### MEMBERSHIP IN THE FOREST ROUND TABLE

Moderator, Hamish Kimmins

Canadian Federation of Professional Forestry Associations,\* Chris Lee  
Canadian Federation of Woodlot Owners, Peter DeMarsh  
Canadian Forestry Association, Glen Blouin  
Canadian Nature Federation, Paul Griss  
Canadian Paperworkers Union, Keith Newman

Canadian Parks and Wilderness Society/Diana Keith  
Canadian Pulp and Paper Association,\* David Barron  
Canadian Silverculture Association, Dirk Brinkman  
Canadian Wildlife Federation, Gary Blundell  
Canadian Wildlife Service, Gerry Lee  
Council of Forest Industries of British Columbia, Tony Shebbeare  
Forest Caucus Canadian Environmental Network, Lois Corbett  
Forest Products Branch, ISTC, Bruce Gourlay  
Forestry Canada,\* Tom Lee

Fur Institute of Canada, Gerry Wilde  
IWA Canada,\*Claire, Dansereau  
Miramichi Pulp and Paper Inc., Joe O'Neill  
National Aboriginal Forestry Association, Harry Bombay  
Ontario Forest Industries Association, Marie Rauter  
Sierra Club of Canada, Elizabeth May  
Task Force on the Churches and Corporate Responsibility, Peter Chapman  
University Forestry Schools, Rod Carrow  
Weldwood of Canada Ltd., Don Laishley  
Wildlife Habitat Canada,\* David Neave

National Round Table on the Environment and the Economy,\* John Houghton  
NRTEE Secretariat, Steve Thompson

A Steering Committee (\*) was drawn from leaders of stakeholder groups listed above, and the National Round Table on the Environment and the Economy.

"...WE ALL NOW KNOW THAT  
WE HAD SOMETHING TO  
LEARN. MOST PEOPLE HAVE  
REALIZED THAT YOU HAVE  
TO LEARN TO LISTEN, BUT  
NOW WE HAVE TO LEARN TO  
LEARN AS WELL."

"(We all) went to the table thinking that we had something to teach. I think we all now know that we had something to learn. Most people have realized that you have to learn to listen, but now we have to learn to learn as well. We can't just hope to change people's minds. We have to allow our minds to be changed by the process we're in."

But Timmins wasn't the end of the road. The question facing everyone was, "What's next?" The suggestion was made that they should compile recommendations and one of the partici-

clearcutting either good or bad. It will be to try and establish a process by which decisions can be made on how to log a site.

"In some cases clearcutting will be okay. In some cases it won't be. How do you rate things, including aesthetics and all the other values I've been talking about, to make sure you're making the right decision?"

He won't comment on their chances of success. But he will say that the process so far "reinforces my belief that if you get honest and dedicated people together, you can make things happen."

## PARTICIPANTS

### *Many Volunteers Contribute to our Efforts*

The Chairman and Members of the National Round Table on the Environment and the Economy acknowledge the participation of the following individuals and organizations who volunteered their time and expertise in the support of the work of the National Round Table:

All Provincial and Territorial Round Tables  
Provincial and Territorial Governments  
Alberta Environmental Law Centre  
Alberta Tourism  
Atlantic Canada Opportunities Agency  
Banff Centre for Management  
B.C. Ministry of Development, Trade and Tourism  
Browning-Ferris Industries Ltd.  
Canada Trust  
Canadian Bankers Association  
Canadian Center for Management Development  
Canadian Chamber of Commerce  
Canadian Council of Ministers on the Environment (CCME)  
Canadian Ecology Advocates  
Canadian Employment and Immigration Advisory Council  
Canadian Energy Research Institute  
Canadian Environmental Network  
Canadian Federation of Agriculture  
Canadian Institute of Planners  
Canadian Labour Congress  
Canadian Nature Federation  
Canadian Pacific Hotels and Resorts  
Canadian Petroleum Association (CPA)  
Canadian Petroleum Products Institute  
Canadian Pulp and Paper Association  
Canadian Wildlife Service  
Center for International Studies, Univ. of Toronto  
Colton • Temple Design  
Council for Local Environmental Initiatives  
Department of Energy, Mines, and Resources  
Department of Industry, Science and Technology  
Ducks Unlimited Canada  
École Nationale d'Administration Publique (ENAP)  
Energy Probe  
Environment Canada  
Environmental Assessment Board - Ontario Hydro  
Environmental Resource Centre  
Ernst & Young  
Esso (Gordon Lambert)  
Federal Environmental Assessment Review Office  
Finance Canada  
Ford Motor Company of Canada  
Forintek Canada Corp.  
Friends of the Earth (CANNET)  
Global Economics Limited  
Gov't of NFLD & Labrador, Department of Development  
Gov't of the NWT, Economic Development and Tourism  
Haldor-Topsoe  
Harmony Foundation  
Harold Corrigan, C.A.  
Harvard University  
Heritage Canada  
Hospitality Newfoundland and Labrador  
Husky Oil  
International Development Research Centre  
International Institute for Sustainable Development

Imperial Oil  
Inco Limited  
Infometrica Limited  
Inland Waters Directorate - Environment Canada  
International Institute for Research on Public Policy  
International Institute for Peace Through Tourism  
Jane Hawkrigg Enterprises Ltd.  
Lafond Enterprises Ltd.  
Lever Brothers  
Les Associations Touristiques Régionales Associées du Québec  
Lowe-Martin Company Inc.  
MacNeil & Associates  
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McCarthy, Tetiault  
McGill University  
McMaster University  
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North South Institute  
Northern Telecom Ltd.  
N.S. Department of the Environment  
N.S. Department of Tourism and Culture  
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Ontario Energy/ Environment Caucus  
Ontario Ministry of Tourism and Recreation  
PEI Department of Tourism and Parks  
Pembina Institute  
Perkins Moore  
Petro Canada  
Pollution Probe  
Proctor and Gamble  
Quebec & Ontario Paper Company Ltd.  
Royal Bank of Canada  
Sobeco Inc.  
State of Environmental Reporting  
SUE Reporting  
Saskatchewan Economic Diversification and Trade  
Shell Canada Limited  
Toronto Waterfront Trust  
Tourism Canada - Department of Industry, Science and Technology  
Tourism Industry Association of Alberta  
Tourism Industry Association of Canada  
Tourism Industry Association of PEI  
Tourism Industry Association of Saskatchewan  
Tourism Ontario  
TransAlta Utilities  
United Nations Association of Canada (UNAC)  
University of B.C.- Faculty of Law  
University of Washington (Gerry Cormick)  
University of Waterloo, Sustainable Society Project  
University of Western Ontario  
VHB Research & Consulting Inc.  
Western Economic Diversification  
Western Environmental & Social Trends (WEST)  
Wildlife Habitat Canada  
Working with Canadian Youth  
World Wildlife Fund, Canada  
York International, York University  
Yukon Tourism

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Peter Fisher, *Energy, Mines and Resources*

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Cameron Smith, *Resource Person/NRTEE*

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Darlene Collins, *British Columbia*  
Bill Elliott, *Manitoba*  
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Jennie Hillard, *Manitoba*  
Louis Lapierre, *New Brunswick*  
Dorothy Inglis, *Newfoundland and Labrador*

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Council of Ministers of Education Canada  
United Nations Association in Canada  
Association of Canadian Community Colleges  
Harmony Foundation  
Secretariat of UNESCO-Canada - MAB  
Canadian Home and School and Parent-Teacher Federation  
Canadian Parks Service - Prairie and Northern Region  
Eco-Research Program - SSHRC  
Pembina Institute for Appropriate Development  
Friends of Environmental Education Society of Alberta  
Global Change Program - Royal Society of Canada  
School of Community and Regional Planning  
University of British Columbia  
The Richard Ivey Foundation  
Thompson, Dorfman and Sweatman  
Canadian Teacher's Federation  
Conference Board of Canada  
Association of Universities and Colleges of Canada  
University of Manitoba  
The Banff Centre for Management  
Mr. Gordon Harrison  
World Congress for Education and Communication on Environment and Development  
Environmental Outdoor Education Team  
Calgary Board of Education  
Canadian Centre for Management Development  
Synergistics Consulting Ltd.  
Intergroup  
YM-YWCA  
Dr. David Suzuki  
Common Heritage Program

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E.B. Eddy Forest Products Ltd.  
Industry, Science and Technology  
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Shell Canada Ltd.  
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TransAlta Utilities Corporation  
General Motors of Canada Ltd.  
Friends of the Earth  
Mike Kelly (Socio-Economic Impact)  
Sue Kirby (Climate Change Task Force)  
George Kowalski (Policy Directorate - Gov't of Canada)  
George Kupfer  
Esso Resources Canada Ltd.  
Pembina Institute  
Energy Probe  
Imperial Oil  
B.C. Dept. of Environment  
LaFarge Canada Inc.  
Petro-Canada  
Environmental Resource Centre  
Energy Mines and Resources

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Dr. George Connell  
Dr. Arthur Hanson  
Jim MacNeill  
Thomas d'Aquino  
David Estrin  
Adam Zimmerman  
Rosemarie Kuptana  
Michelle Swenarchuk  
Harry Rogers  
Dr. Len Good  
Hon. Frank Oberle  
Joseph Greenwald  
Dr. Gustavo Vega-Canovas  
Reg Basken  
Dr. Uri Scherbak  
Dr. Murray Smith  
Dr. Juanjai Ajanant  
Prof. Makitaro Hotta  
Alan Dean  
Candice Stevens  
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Peter Manson  
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• *Special thanks to David L. Johnston who served as Chair of the NRT from its inception until 1991 and remained on as a member until 1992 and also thank you to Dorothy Richardson who served as Executive Director of the NRT from its inception until July 1991.*

• *Also thanks to John Leefe, Roy Aitken, Guy Bertrand, Hélène Connor-Lajambe, and Lise Ouellette who served as members of the NTR and departed during the past year.*

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NATIONAL ROUND TABLE  
on the ENVIRONMENT  
and the ECONOMY

REVIEW

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National Round Table on the Environment  
and the Economy

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**The Honourable Michael Wilson**  
Minister of Industry, Science and Technology and Minister  
for International Trade, Government of Canada

**Executive Director: Ron Doering**



NATIONAL ROUND TABLE MEMBERS WITH THE HON. PAULINE BROWSE, MAY, 1992, AT THE  
CENTER BLOCK, PARLIAMENT BUILDINGS, OTTAWA, ON THE OCCASION OF THE TABLING OF  
OUR LEGISLATION, BILL C-72, NOW PASSED. ROYAL ASSENT WAS GRANTED JUNE 23, 1993

THE NATIONAL ROUND TABLE ON THE  
ENVIRONMENT AND THE ECONOMY  
promotes the principles and practices of sustain-  
able development in all sectors of Canadian society  
and in all regions of Canada.

SUSTAINABLE DEVELOPMENT is development which  
meets the needs of the present without compromising the  
ability of future generations to meet their own needs.

REPORTING DIRECTLY TO THE PRIME MINISTER,  
the National Round Table is an independent forum com-  
posed of influential individuals from government, business,  
science, environmental groups, academia, labour unions,  
and native peoples.

UNLIKE MOST OTHER INSTITUTIONS, the National  
Round Table brings together traditionally competing  
interests and makes decisions by consensus.

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June 16, 1993

*This fourth Annual Review will mark the completion of the first developmental phase in the life of the National Round Table. The next phase, under the new Act to Establish the National Round Table on the Environment and the Economy (Bill C-72) will be launched in the autumn of 1993.*

*We look forward to reporting to you, Prime Minister, in this new chapter of the National Round Table's history. Our new legislation gives the Round Table independent status as a departmental corporation. It does not radically change our mandate. However, it does give the Round Table a significantly greater measure of independence in its mode of operation, and it dispels whatever ambiguity existed concerning the relationship of the Round Table to the Government.*

*The Act also reflects the collective awareness of our legislators and the Canadian people that the journey to sustainable development will neither be short nor easy. The Round Table has signed on as navigator for the entire journey.*

*We owe to former Prime Minister Brian Mulroney and to the Honourable Jean Charest a warm thank you for their leadership in the initiative leading to the Round Table Act.*

*The achievements of the past four years are a credit to the leadership of the founding chair, David Johnston, and the charter members, many of whom have continued to serve to the present day.*

*One of the most dedicated of the charter members, the late Roy Aitken, now has an appropriate memorial -- internships funded by INCO, which will enable two students each year to gain a first hand experience of sustainable development in the making, both in industry and in environmental organizations.*

*Another charter member, David Buzzelli, has recently been named the founding co-chair of the President's Council on Sustainable Development in the United States. The Council is very much like our own National Round Table, and Mr. Buzzelli's central role will help to ensure its effectiveness.*



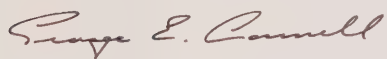
Margaret Kerr, who was one of the original members of the National Task Force on the Environment and the Economy, as well as a charter member, left the Round Table in the past year. However, she continues to lend her expertise and support on the Round Table's Task Force on Trade and Sustainability.

Jim MacNeill, who also left the Round Table a few months ago, continues to be one of the foremost global thinkers and leaders on sustainable development. He will continue to be a close friend of the Round Table, and a source of inspiration to its members.

We are fortunate that so many of the charter group have remained with us through the entire developmental phase. This has ensured steadiness of purpose, consistency in thought and action, and an approach to controversial issues which is based upon a well-rooted consensual process. At the same time the newer recruits to the National Round Table have brought a welcome infusion of new ideas as well as energy.

As the new Act is implemented, periodic change in the membership will be the standard practice. The remaining core of charter members, now 11 in number, will over the next year or two, yield their places to newcomers representing many different elements of Canadian society, economy and environmental concern. The charter members have bestowed on their successors a vital and proven instrument in the cause of sustainable development.

This Annual Review is an account of the state of that legacy.



DR. GEORGE E. CONNELL,  
Chair



GEORGE CONNELL WAS  
APPOINTED CHAIR OF THE  
NATIONAL ROUND TABLE BY THE  
PRIME MINISTER IN FEBRUARY  
1991. HE SERVED AS PRESIDENT  
OF THE UNIVERSITY OF TORONTO  
FROM 1984 TO 1990, AND  
PRESIDENT OF THE UNIVERSITY OF  
WESTERN ONTARIO FROM 1977  
TO 1984. DR. CONNELL HOLDS A  
P.H.D. IN BIOCHEMISTRY.

# Building Consensus for a Sustainable Future

THERE IS NO BROAD PERCEPTION IN WESTERN SOCIETIES THAT HUMAN BEINGS ARE RECYCLED.

Perhaps, if there were, the concept of sustainable development would have prevailed much sooner. It would have stemmed from a much more realistic perception of humanity's place in the universe. A perception that placed less insistence on dominance; more attention on dependence.

Humans are recycled because, like everything else, they are a vast collection of atoms arranged in distinctive ways. The arrangement varies from person to person, and it varies from species to species. But the basic building blocks, the atoms, stay the same. The amount of matter on and around our planet does not change. What changes is how it is organized.

In a human being, the calcium in a thigh bone may contain atoms that, 70 million years ago, may have been part of a dinosaur. Carbon atoms in a nose may have come from grass eaten 20 years ago by a steer that provided a T-bone steak.

Looked at this way, the old adage, "You are what you eat," takes on a whole new meaning.

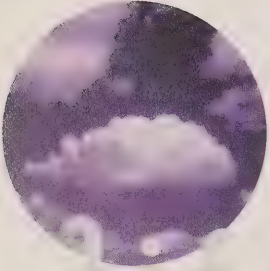
Looked at this way, life on earth, all life on earth, implies kinship and sharing. And if that had been the cornerstone of Western thought, the framework for action might have encouraged a stronger respect for interdependence.

As it is, our structures reflect a desire for power and control. In fact, most of our structures are based on military models. And it is intriguing how much imagery in English is based on the language of the military — or of sports, since, historically, they served as a training ground for the military.

We talk of level playing fields, the war against poverty, casualties of the recession, the Prime Minister's Quebec lieutenant, front line employees, working in the trenches, victory in the battle against cancer, number two in a corporation, the opening shot, bombing out, being on the firing line, political landmines, being deadly accurate, marching orders, throwing the bomb (in football), an arm like a cannon (in baseball), firing a shot (in hockey), surrendering a passport, bunker mentalities, torpedoing the process, capturing the imagination, prisoners of love, scorched earth policies, dragooning volunteers, mapping out an advertising campaign, keeping your head down, a win-win situation, holding the line, open warfare, zeroing in, motivating the troops, the chain of command, demolishing an argument, lock step, ... and so on.

The process is adversarial, the goal is winning, the decision-making structure is hierarchical, the ethic is competition, the ideal is individual and institutional independence, thinking is linear, decisions are by executive prerogative, and consultation is without obligation.

It is a structure and process that results in a command and control approach — and at times that remains appropriate. Certainly it continues to be suitable for the military. And it has long been adapted to business and government. But it



can pose formidable barriers to sustainable development where the challenge is to integrate economic, social, and environmental decision-making in all their bewildering complexity.

Command and control do not work well where the need is for interdisciplinary co-operation and agreed action, where scientific research provides few indisputable answers, and where there is a multitude of concerns and interests to address.

What is needed in their place is a process that is not adversarial but exploratory, where the goal is not winning but resolving, the decision-making structure is not hierarchical but inclusive, the ethic is not competition but integration, the ideal is not individual and institutional independence but collective well-being, thinking is not linear but kaleidoscopic, decisions are not by executive prerogative but by consensus, and consultation is not without obligation, but is part of an interchange among equals and therefore demands that participants be answerable for decisions.

Of all of these, the most important is consensus because it is at the centre of behavioural change in decision-making. For consensus to operate, people must abandon command and control patterns of conduct. And only if they abandon them can there be the kind of interchange among equals that is so necessary in trying to weave sustainable development into the multitude of our activities.

When consensus decision-making is combined with a multi-stakeholder approach to problem solving, the reach of the process — its ability to penetrate complexity by gaining access to people with first-hand experience of its variability — is extended far beyond what bureaucratic structures can achieve, and this can greatly improve the chances of reconciling competing interests.

In fact, the multi-stakeholder approach is so important, that consensus decision-making is defined by the national and provincial round tables as including "all those who have a stake in the outcome."

The special ability of round tables to extend the reach of the process, and to penetrate complexity, is underlined by the fact that about half of the initiatives undertaken by the National Round Table would not find a home elsewhere within the federal system.

Round tables are a unique Canadian response to the work of the United Nations World Commission on Environment and Development (the Brundtland Commission), and the challenge of sustainable development. Currently, there are somewhere between 100 and 200 round tables operating in Canada. There are about 40 in Manitoba and 60 in British Columbia alone. Already, reference is beginning to be made to a "round table movement."

They exist at all political levels and in widely varying circumstances. For instance an enterprising alderman in Stratford, Ontario, negotiated an agreement with City Council whereby all the money that the Stratford Round Table could save the city through waste reduction would be turned over to the round table to finance its activities. Within two years the round table was so successful that its annual income was \$1 million. Last year it turned back some of its income to City Council to help lower taxes.

***For consensus to operate, people must abandon command and control patterns of conduct. And only if they abandon them can there be the kind of interchange among equals that is so necessary in trying to weave sustainable development into the multitude of our activities.***



The Guelph Round Table in Ontario has helped resolve disputes over noise nuisance, pesticide spraying, fast food packaging, and wetlands conservation. And last year Guelph City Council asked it to develop a green plan for the city.

In Smithers, B.C., 450 kilometres inland from the southern boundary of the Alaskan Panhandle, a round table of loggers, environmentalists, townspeople, forestry company executives, and government officials, is developing a sustainable development plan for logging in the surrounding watershed.

At the request of City Council, the Halifax Round Table presented recommendations for an action plan that would guide the city toward sustainable development.

Across the country, provincial round tables are developing strategies to promote sustainability in their respective provinces.

In Souris, Manitoba, there are so few jobs that most of the young people leave town to find work elsewhere. To try and devise a plan to make their community sustainable, townspeople have created the Souris River Round Table.

The National Round Table has, itself, helped to establish sectoral round tables, such as the Forest Round Table which has agreed to 26 principles (and action plans) for sustainable development in Canada's forests.

The purpose of round tables is not to challenge the authority of agencies, companies, institutions, or public interest organizations. It is to offer networks for peering past complexity and promoting sustainability. As the Prime Minister of Canada said when he created the National Round Table in 1989, "The Round Table will be providing leadership in the new way we must think about the relationship between the environment and the economy and the new way we must act."

Consensus decision-making, which is at the heart of the round table process, is not a new way of thinking. It is as old as organized society and, in some communities, it continues as the main way of making decisions. In Canada there has always been a place for it in certain circumstances. Perhaps one of its more interesting uses occurred in the early 1970s when leaders of a coalition protesting the use of nuclear power in Ontario decided that everyone involved in demonstrating should take training in consensus decision-making to keep protests non-violent. Quakers from Philadelphia trained them. The ability to operate by consensus strengthened the coalition's capacity to ensure that protests were non-violent, even under stress.

In the area of negotiating aboriginal land claims, it has been widely used. Mediation can also assist in consensus decision-making. It was employed by the Canadian Petroleum Association through wide-ranging stakeholder participation, in developing guidelines for the petroleum industry.

So in itself consensus decision-making is not new. What is new is the way it can change how we deal with complexity, and specifically, how we can find our way through the labyrinth of competing demands to sustainable development. In that sense, consensus decision-making is very new.

To travel a new road, nothing helps more than a road map. So the National Round Table and the provincial and territorial round tables have collaborated to produce a set of guiding principles entitled "Building Consensus for a Sustainable Future." These principles were endorsed by the National Round Table at its May plenary meeting in Regina, and an abridged version is reproduced on the following pages, along with part of the introductory section, in order to aid in the appreciation and understanding of the process.

## CONSENSUS PROCESSES

Many of the decisions we face in the years ahead demand that we find ways to listen to opposing points of view, and find ways to accommodate deeply held and differing values. Conventional decision-making mechanisms tend to exclude rather than include diverse interests and do not cope well with the complexity that issues of sustainability present.

The terms sustainability and sustainable development embrace the concept that environmental, economic and social needs are complex and require integrated decision-making. More than ever, we understand how decisions made today affect the quality of life for future generations. People are demanding more meaningful input to decisions that directly affect them or the place where they live.

Consensus processes encourage creative and innovative solutions to complex problems by bringing a diversity of knowledge and expertise together to resolve issues. When used in appropriate situations, consensus processes reward expenditures in time and effort by generating creative and lasting solutions to complex problems.

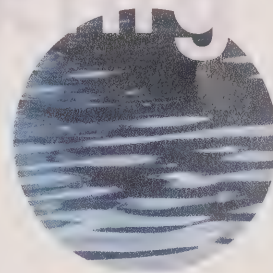
However, consensus decision-making is not appropriate for all situations. The first step should always be determining whether consensus is possible, or whether another decision-making process would be more appropriate.

Opportunities for using consensus processes exist at all stages of decision-making involving issues of sustainability — from the establishment of broad policies and regulations, to long-range planning, to allocating land and resources, to resolving specific disputes, to licensing, monitoring, and enforcement.

A consensus process is one in which all those who have a stake in the outcome aim to reach agreement on actions and outcomes that resolve or advance issues related to environmental, social, and economic sustainability.

In a consensus process, participants work together to design a process (specifically suited to their abilities, circumstances and issues) that maximizes their ability to resolve their differences. Although they may not agree with all aspects of the agreement, consensus is reached if all participants are willing to live with "the total package."

Consensus processes do not avoid decisions or require abdication of leadership — but call upon leaders to forge partnerships that work toward developing solutions. A consensus process provides an opportunity for participants to work together as equals to realize acceptable actions or outcomes without imposing the views or authority of one group over another.



## GUIDING PRINCIPLES OF THE CONSENSUS PROCESS

CONSENSUS PROCESSES ARE PARTICIPANT DETERMINED AND DRIVEN — that is their very essence. No single approach will work for each situation — because of the issues involved, respective interests and the surrounding circumstances. Experience points to certain characteristics which are fundamental to consensus — these are referred to as the guiding principles, described below.

### **PRINCIPLE #1 - Purpose Driven**

*People need a reason to participate in the process.*

The parties should have a common concern and believe that a consensus process offers the best opportunity for addressing it. This belief requires an informed understanding of consensus processes and a realistic view of available alternatives. If the parties conclude consensus offers a better option to pursue their interest, then a greater commitment to the process and its outcomes will be generated.

### **PRINCIPLE #2 - Inclusive not Exclusive**

*All parties with a significant interest in the issues should be involved in the consensus process.*

This includes those parties affected by any agreement that may be reached, those needed to successfully implement it, or who could undermine it if not included in the process. The integrity of a consensus process may be compromised if the parties are not given the opportunity to determine their representatives through their own processes and mechanisms, particularly in circumstances where the direct interests of the parties will be affected by the outcome.

### **PRINCIPLE #3 - Voluntary Participation**

*The parties who are affected or interested participate voluntarily.*

The strength of a consensus process flows from its voluntary nature. All parties must be supportive of the process and willing to invest the time necessary to make it work. The possible departure of any key participant presses all parties to ensure that the process fairly incorporates all interests.

### **PRINCIPLE #4 - Self Design**

*The parties design the consensus process.*

All parties must have an equal opportunity to participate in designing the process. There is no "single" consensus process. Each process is designed to meet the circumstances and needs of the specific situation.

An impartial person, acceptable to all parties, can be an important catalyst to suggest options for designing the process, but the ultimate control over the mandate, agenda, and issues should come from the participants themselves.

Designing a consensus process enables the participants to become better acquainted before they deal with difficult substantive issues.

It is important to take time at the beginning to:

- define the issues clearly;
- assess the suitability of a consensus process for each issue — as opposed to other decision-making processes;
- clarify roles and responsibilities for everyone involved;
- establish the ground rules for operating.

### **PRINCIPLE #5 - Flexibility**

*Flexibility should be designed into the process.*

It is impossible to anticipate everything in a consensus process. By designing flexibility into the process, participants can anticipate and better handle change when it faces them.

A consensus process involves learning from the perspectives of all participants. Feedback must, therefore, be continually incorporated into the process.



**PRINCIPLE #6 - Equal Opportunity**

*All parties have equal access to relevant information and the opportunity to participate effectively throughout the process.*

Unless the process is open, fair and equitable, agreement may not be reached and, if reached, may not last. Not everyone starts from the same point — particularly in terms of experience, knowledge and resources.

To promote equal opportunity, consideration needs to be given to providing:

- training on consensus processes and negotiating skills;
- adequate and fair access to all relevant information and expertise;
- resources for all participants to participate meaningfully.

**PRINCIPLE #7 - Respect for Diverse Interests**

*Acceptance of the diverse values, interests, and knowledge of the parties involved in the consensus process is essential.*

A consensus process affords an opportunity for all participants to better understand one another's diverse values, interests, and knowledge. This increased understanding fosters trust and openness which invaluablely assists the participants to move beyond bargaining over positions to explore their underlying interests and needs, and to craft creative, lasting solutions.

Sometimes parties may be deeply entrenched in an intense conflict prior to a consensus process. Reaching a consensus agreement involves exploring and developing common interests despite differences in values.

**PRINCIPLE #8 - Accountability**

*The participants are accountable both to their constituencies and to the process that they have agreed to establish.*

Mechanisms and resources for timely feedback and reporting to constituencies are crucial and need to be established. This builds understanding and commitment among the constituencies and minimizes surprises.

Given significant public concern about environmental, social and economic issues, keeping the public informed on the development and outcome of any process is important.

**PRINCIPLE #9 - Time Limits**

*Realistic deadlines are necessary throughout the process.*

Clear and reasonable time limits for working toward a conclusion and reporting on results should be established. Such milestones bring a focus to the process, marshal key resources, and mark progress towards consensus.

**PRINCIPLE #10 - Implementation**

*Commitment to implementation and effective monitoring are essential parts of any agreement.*

Parties must be satisfied that their agreements will be implemented. As a result, all parties should discuss the goals of the process and how results will be handled. The support and commitment of any party responsible for follow-up is critical. A post-agreement mechanism should be established to monitor implementation and deal with problems that may arise.

**CONCLUSION**

Consensus processes have been used successfully to address issues of sustainability. It is hoped that these principles for consensus processes will help people respond to the challenges of a sustainable future in a spirit of practical, collaborative problem-solving.

# National Round Table

## Initiatives

THE NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY (NRTEE) is a small organization with a large mandate. It has 22 members, 22 additional people sitting with members on its various task forces, a secretariat of 19, and, to quote the legislation that enshrines its powers and obligations, a mandate to:

"...play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, the principles and practices of sustainable development."

Its members, and its appointees to task forces, come from business, the labour movement, public interest groups, universities, aboriginal peoples, the environmental movement, government, the media, professional groups, and the arts.

The National Round Table provides advice to the Prime Minister concerning sustainable development, and although it acts as a catalyst on its own, its preferred course of action is to seek partnerships with other groups and individuals in multi-stakeholder initiatives.

The current work and activities of the National Round Table can be grouped into 13 initiatives — many of which include separate, individual projects. In many cases the synergy among specific initiatives and projects is explicit. In all cases, it is present.

For instance, the "Projet de Société" is an undertaking with many partners to chart Canada's path to sustainable development. Supporting and enlarging its possibilities, as separate undertakings, are the Sustainability Reporting initiative, which will recommend improved systems of data collection and reporting on sustainable development, as well as the "Fostering Responsible Citizenship" program that the Education Task Force is aiming to launch in partnership with ParticipACTION.

Another example of synergy existed in the Sustainability and Prosperity initiative which resulted in tabling formal advice to the Prime Minister on how Canada could be internationally competitive in its pursuit of sustainable development. The advice and recommendations were based on the outcome of a workshop, but they also drew on the work of the Economic Instruments Collaborative, the task force on Consensus Decision-Making, and the Forest Round Table.

Included in the pages that follow, in addition to briefs on Round Table initiatives, are short profiles of a few of the Round Table's members. Five were appointed when the Round Table was established in 1989. One was appointed about a year later. The profiles reveal the diversity of backgrounds and interests that members bring to the NRT. They also illustrate the important point that the round table process by itself can generate change. It can alter the perspectives of the wide variety of people who serve as members. And members, in their own vocations, can be agents of change.

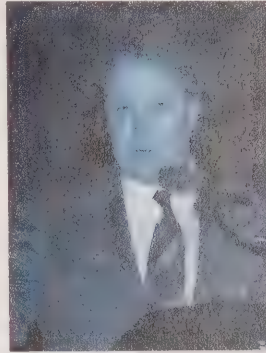
## PROJET DE SOCIÉTÉ

THERE ARE TIMES IN THE LIFE OF ANY SOCIETY when it is so seized of an idea that it transforms itself. In the English-language world it happened in the 17th and 18th century when the idea of individualism, that was being articulated by Thomas Hobbes and John Locke, took hold. Hobbes and Locke were writing at a time when the outlines of the market society that Adam Smith would later document were emerging, and their ideas would provide the energy that drove the Industrial Revolution through the 18th and 19th centuries.

In the French-language world it happened with the Enlightenment and although The Social Contract of Jean-Jacques Rousseau in 1762 gave the Enlightenment its most emphatic political expression, it was probably his novel *Julie: Ou La Nouvelle Héloïse*, written in 1761, that captured the imagination of the millions who made the French Revolution possible. At the core of change, however, was literacy. Without it, the Enlightenment could never have happened and the Revolution might never have occurred. The emphasis on literacy was so strong that, for instance, no illiterate soldier could expect promotion beyond the rank of corporal.

It is in the same revolutionary vein that the Projet de Société was conceived. The French phrase does not translate well into English. Think of it as calling for a communion of Canadians to transform Canada into a sustainable society. To reach communion, we will need a common language, a literacy, in sustainability. We will need to establish goals and identify roadblocks. We will need to draft blueprints for the future and to construct systems for monitoring progress. Most important of all, we will need to do this together, as a society, in a fellowship of change.

When federal Environment Minister Jean Charest described the launch of the Projet de Société in the House of Commons in November 1992, he tried to define the phrase in English, by saying:



**"It refers to the name of society at large, a defining purpose and ambition that motivates and inspires all sectors and all elements; a purpose that promotes initiatives and encourages**

**creativity from the biggest institutions to the individual; a purpose that transcends regions, genders, ages, people, special interests, and political affiliations. A "projet de société" is not lightly used, but it must be used for sustainable development....**

**The concept of "projet de société" includes absolutely everyone. This is why we feel that this concept is the one which best reflects what must be done to follow up on Rio and ensure the concept of sustainable development."**



It has been said before and it is worth repeating: the world has entered its fourth great revolution. The first three were the Agricultural Revolution, the Industrial Revolution and the Information Revolution. Ecological and other pressures have pushed us into the fourth, the Sustainability Revolution. We still have time to shape its direction, if we are quick and astute enough...but we can never expect to halt it.

So, at this point in history, the *Projet de Société* is arguably the most important of all things that Canadians, as a society, can undertake. It is to define how we can guide the revolution away from environmental degradation and despair, and toward sustainable development.

The *Projet de Société* is a response to an appeal in Agenda 21, the document produced at the United Nations Conference on Environment and Development (UNCED) in Rio de Janeiro a year ago, calling upon governments to adopt a national strategy for sustainable development. It urges that:

*This strategy should build upon and harmonize the various sectoral economic, social, and environmental policies and plans that are operating in the country.... Its goals should be to ensure socially responsible economic development while protecting the resource base and the environment for future generations. It should be developed through the widest possible participation. It should be based on a thorough assessment of the current situation and initiatives.*

The approach being taken by the *Projet* is to do this through networks, partnerships, and consensus-seeking instead of relying on traditional hierarchical and institutional systems. Consequently, the *Projet* brought together five organizations to provide the initial impetus. They were: the Canadian Council of Ministers of the Environment (CCME); Environment Canada; the International Institute for Sustainable Development (IISD); the International

Development Research Centre (IDRC); and the National Round Table on the Environment and the Economy (NRTEE).

The five organizations met in November 1992 and held the First National Stakeholders Assembly, which drew in representatives from 40 sectors of Canadian society, including business and labour associations, governments, environmental groups, women's organizations, community groups, and indigenous peoples.

They established a Working Group to prepare for an even broader meeting of national stakeholders in June 1993. The Working Group, in turn, created three committees that have met monthly through the winter and spring to prepare a report on Canada's response to Rio commitments, including gaps and roadblocks to sustainability, and to map out a vision, a draft sustainability framework, and a process for the transition to a sustainable society.

The National Round Table is providing the secretariat for the Working Group and our executive director is its chair. As well, the chair of the National Round Table, Dr. George Connell, serves as chair for the broader National Stakeholders Assembly.

The Second National Stakeholders Assembly, held June 3-4, 1993 in Ottawa, endorsed the draft sustainability planning framework and process, the proposed future work plan, and agreed to meet again in six months to review progress and provide a full briefing to the new federal government.

In a sense the *Projet* is a network of networks, involving individuals and organizations each of which has its own network. The organizational challenges are staggering, especially since all decisions must be based on consensus. But the transformation that is being sought focuses not just on transforming what is done, it rests equally on transforming the process by which things come to be done.

## REPORTING ON SUSTAINABLE DEVELOPMENT

THE CONCEPT OF SUSTAINABLE DEVELOPMENT has provided a new context for decision-makers. It is a context in which a linked concern for both people and the ecosystem enables a broadening of the narrow economic focus that has dominated our assessment of progress through most of this century.

Within this context, the purpose of reporting on sustainable development is to support and facilitate improved policy development and decision-making. If decision-makers are to implement sustainable development policies and if the public is to gain trust in those policies, Canada must develop and implement a meaningful and credible system of measuring and reporting performance.

The National Round Table has mandated its Task Force on Reporting to address this issue.

The Task Force has built its work on the concept of "overlapping consensus", recognizing that important insights must be drawn from a broad number of disciplines and interests. Taking this approach, the Task Force has concluded that reporting on sustainable development must include data and information allowing assessment of:

- 1 *the well-being of people (or a community, corporation, region, province, or nation);*
- 2 *the interface between those people and the ecosystem (how and to what extent their actions contribute to provision of basic needs and quality of life, how and to what extent they stress or restore the ecosystem);*  
*and*
- 3 *the integrity or well-being of the ecosystem.*

Specific elements of each data set will vary significantly depending on the needs and mandate of any group of decision-makers: individuals and households; communities; corporations; government. It may eventually be possible to list a small set of key indicators of sustainability. In the interim, we should not let the perfect be the enemy of the good and explore steps that can be taken which will yield immediate results.

After five years of discussing the ideas of the Brundtland Commission, is Canada progressing toward sustainable development? If not, why not? If so, how fast are we embarking on this transition and is it fast enough?

Motivated by these questions, the Task Force has initiated preparation of a report that assesses the current ability of Canadians to measure and assess progress toward sustainable development. Working papers dealing with each of the decision-making groups were commissioned and are available as part of the NRTEE Working Paper Series.

The work of the Task Force has also led to recognition of a number of related technical issues that will be reviewed at a colloquium to be held in November, 1993.

Finally, the Task Force is participating in a Work Group, chaired by the B.C. Round Table, that is serving to share insights on the reporting issue gained experience across the country.

## THE EDUCATION TASK FORCE

IN HER FOREWORD TO *OUR COMMON FUTURE*, the report of the World Commission on Environment and Development, Gro Brundtland warned:

***"Unless we are able to translate our words into language that can reach the minds and hearts of people young and old, we shall not be able to undertake the extensive social changes needed to correct the course of development."***

There is urgency in her words because time is short. In the past, the transfiguring changes she described could evolve over lifetimes, even over centuries — assuming that they were not overtaken by violent revolution. The heart and the mind are groomed by time and by habit, and habit moves slowly.



FORUM FOR YOUNG CANADIANS

So the task that Mrs. Brundtland sets is monumental. Find the ways, she says, to persuade whole societies to reconstruct themselves almost overnight. Without pausing for evolution.

The Education Task Force of the National Round Table has responded with two main initiatives — one in formal education, one informal. In the first, its role is complete. The Round Table helped develop *Learning for a Sustainable Future*, a project to create a sustainable development education program for primary and secondary schools across Canada.

*Learning for a Sustainable Future* now has its own staff and board of directors, it has won the concurrence of educational establishments across the country, it is raising its own funds, and it has developed its workplans. It stands on its own.

The second initiative, targeting the general public through informal education, is now the Task Force's main priority. It is to again act as a catalyst, this time in partnership with ParticipACTION, to promote values and attitudes in society that will support the radical changes necessary to make sustainable development work.

The program is called *Fostering Responsible Citizenship to Achieve Sustainable Development*, and it will operate through the media, community action programs, advertising, employee education, retail promotions, coalitions, award programs, participatory events, speakers programs, targeted resource materials, regional "animators", and professional and volunteer associations.

The Task Force and ParticipACTION have established an advisory committee of outside experts, and have developed the outlines of a comprehensive program that will operate nation-wide. Seed funding has been provided by the NRTEE and ParticipACTION, and a fundraising program is being developed.



The Education Task Force is engaged in a number of other ongoing initiatives:

- In partnership with the International Institute for Sustainable Development (IISD), helped provide the impetus and funding to launch the Consultative Group of Centres for Sustainable Development (CGCSD). The initiative began with a workshop attended by representatives from the NRTEE, IISD, and post-secondary institutes and centres for sustainable development in Canada. The CGCSD has set goals of refining research priorities, communicating and sharing information on sustainable development issues, and helping granting councils become more proactive by inviting them into information loops.
- It joined in establishing the Canadian Network for Environmental Education and Communication (EECOM), which was created to share resources and ideas about environmental education. The partners in EECOM include representatives in the formal educational community from kindergarten through to university, as well as industry, labour, the environmental movement, aboriginal peoples, youth, government, NGOs, and provincial environmental education organizations.

As well, the Education Task Force completed a number of additional initiatives during the past year:

- It held two informal sessions in Winnipeg and Ottawa at which environment and sustainable development educators discussed what they were doing, what more needed to be done, and what the NRTEE could do to assist in sustainable development education. One of their strongest recommendations was that the NRTEE continue to facilitate this kind of networking.
- It published *Future Links: Youth Round Tables*, a brochure that describes the principles of sustainable development, and outlines how Canadian youth can establish round tables and operate them with the support of local businesses, environmental groups and individuals.
- It published the *Model Round Table for Youth Kit*, a guide for a teacher/facilitator to assist youth in establishing round tables of their own. This companion piece to *Future Links* provides information about sustainable development, the round table process, and activities and case studies, written specifically for teachers or group facilitators.
- At the invitation of the Forum for Young Canadians, a non-profit foundation for the study of the processes of government in Canada, the Task Force conducted model round table simulations with over 500 high school students from across Canada. Held in Ottawa, the simulations were based on the material provided in the *Model Round Table for Youth Kit*. The exercise required students to assume stakeholder roles for a consensus decision-making session that focused on dealing with pulp and paper mill emissions. The executive director of the Forum said the students found the round table simulation "one of the highlights of their week."
- In May the Task Force sponsored several sustainable development awards at the National Youth Science Fair, organized by the Youth Science Foundation.
- The Task Force was also involved in the creation of an Environmental Issues for Journalists course at the University of Western Ontario's Graduate School of Journalism.





# JACK MACLEOD

THERE IS A SPARENESS ABOUT JACK MACLEOD. An absence of excess. It's in his language and it's in a lanky stillness as he listens to a question and then pauses, compressing an answer before he delivers it.

***"Had I not been a member of the National Round Table," he says, "Shell would have an environmental management plan, not a sustainable development plan."***

He was president and chief executive officer of Shell Canada Ltd. for eight years until he retired at the end of January 1993. He has been a member of the National Round Table since its creation in June 1989.

Having come up through the engineering and management side of Shell, where he was engaged in the development of oil and gas reserves, he remembers well the environmental disputes of the 1960s and early 1970s. Conflict was inevitable, he says, given the prevailing attitudes. "We learned we couldn't continue to exist if we kept on (with confrontations)...."

"A lot of us in industry and a lot of environmentalists came to the view that operating by consensus was a more productive way of getting things done."

That meant Shell had to learn to deal with community perceptions as realities in their own right. It meant consultation and much more open communication. And it meant going beyond mere compliance with environmental regulations to design and operate installations so that they produced fewer pollutants.

"So I came to the Round Table with some understanding of the problems," he says.

What his experience on the National Round Table gave him was a still wider horizon for action "that starts with a much higher degree of anticipation of environmental impacts" in development planning. As a result Shell has adopted a sustainable development policy that commits it to a constant search for ways to conserve, protect and rehabilitate in every operation and throughout the entire life cycle of every product, every piece of machinery, and every plant, building, and plot of land.

Among the company's "targets and undertakings" it promises: "We will use the round table process to involve stakeholders in our sustainable development planning."

At the National Round Table, MacLeod proposed development of a sustainable development education program for primary and secondary schools and, early in 1990, the NRTEE endorsed the proposal along with five other partners — the Canadian Council of Ministers of Education, the Canadian Council of Ministers of the Environment, Environment Canada, the Conference Board of Canada, and the SEEDS Foundation (Society, Environment and Energy Development Studies).

The NRTEE and Environment Canada supplied interim funding of \$65,000, a board of directors was established with MacLeod as the Chair, and an executive director and staff were hired to run Learning for a Sustainable Future.

By the end of May 1993, more than \$1 million had been raised from governments and the private sector to fund the program's initial phases. And \$5 million to \$10 million more will be required over the next four years to complete its development.

The goal is to offer teachers the tools for integrating teaching about sustainable development throughout the entire curriculum.

"It's been extremely satisfying," MacLeod says of his time with the National Round Table. "If I hadn't had it, I would have missed what I believe is proving to be an opportunity to contribute."

"It's been..." he pauses to find the right word... "meaningful."

## SUSTAINABLE COMMUNITIES

IS THERE A ROLE FOR THE NATIONAL ROUND TABLE to play in developing partnerships at the community level to promote sustainable development?

In pursuit of an answer to that question, the NRTEE held an exploratory meeting in March 1993 with members from about 40 community round tables.

Further exploration will be necessary during the forthcoming year. However, in addition to specific initiatives that might be undertaken, there is a strong attraction in the possibility that ways can be found to link community activities with work being done by the National Round Table and other participants on the *Projet de Société*.

Last summer, the National Round Table published *Toward Sustainable Communities* by Mark Roseland, former Research Director for the City of Vancouver's Task Force on Atmospheric Change. It is intended as a resource for people seeking information on how to apply sustainable development concepts to their communities. As Roseland said in his introduction:



***"The rationale for writing it is that many of our most critical global issues (e.g., atmospheric and potential climate change) are rooted in local, day-to-day problems (e.g., traffic congestion and inefficient land use patterns). It follows that enlightened local decisions about these issues will be of global as well as local benefit."***



*Toward Sustainable Communities* has been one of the most popular books published by the National Round Table.



# SUSAN HOLTZ



SUSAN HOLTZ SEEMS TO LISTEN IN A DIFFERENT WAY. As if to the heartbeat behind words. Looking for their place of origin.

Maybe this tendency comes from her 25 years as a Quaker, and the Quaker's 300-year-old tradition of depending on consensus to reach decisions. Consensus, after all, requires a sensitivity to the concerns of others if it is going to be successful.

Maybe it's what brought her to the Quakers in the first place. And led her to environmental activism nearly 20 years ago with the Ecology Action Centre in Nova Scotia.

Whatever the reason, her work as an environmentalist was so effective it led to her appointment to the National Task Force on the Environment and the Economy, in 1986. It recommended establishment of the National Round Table on the Environment and the Economy and when it was created, she was appointed a member. Currently, she serves on the NRTEE's executive committee.

She agreed to serve because it was important that there be continuity between the task force and the NRTEE. "Few Round Table members had a clear idea of what the NRTEE was supposed to do. You couldn't expect industry and environmentalists to leap in and share the vision from day one."

That vision she describes in one word: collegiality. She had participated in some of the federal government's multi-stakeholder discussions at the Niagara Institute "and I thought that these kinds of collegial processes had great potential for resolving complex issues. We simply had to stop treating each other as the enemy."

Her greatest disappointment is with politicians. "There's a great deal of lip service to sustainable development and the round table process, but very little commitment."

And then she adds, "I like the NRTEE because it's subversive."

Conversation stops, and the word "subversive" hangs in the air awkwardly. She gives a half smile. She's using the word in a different sense. Normally it means dedicated to overthrowing. In her use it's fostering radical change. And it's clear that she expects the NRTEE to promote that in a very civil way. Nevertheless, it still means dismantling the institutional and economic barriers that shelter established interests.

***"Mutual learning is a big part of the round table process and what happens to participants is that they change. I've changed in my thinking."***

"I'm less convinced about some of my own solutions and therefore less in a hurry to change everything now," and she emphasizes "now" with a downward chop of the hand. "The real accomplishment of the NRT is not this or that decision. It is the setting in place of networks with people who are doing really excellent work on understanding the implications of sustainable development and making innovative changes to implement it."

"The problem is that all organized interests tend to be insulated against change," and in this she includes governments and public interest groups as well as corporations. "The more committed they are to a particular interest, the more supporters will be surrounding their key people, and the more resistant to change the organization will be."

On the other hand, she says, the beauty of the Round Table is that members have to sit with people who don't think like they do. So "subversive" ideas have to be considered. And when members become convinced that an idea has merit, they can implement policies, activate networks, and move concepts around very quickly simply because they hold such senior positions in society.

"The Round Table is one place where intellectual discussion has not been paralysed by the polarization that occurred during the Reagan, Bush, Thatcher, and Mulroney years," she says.

## SUSTAINABILITY AND PROSPERITY: Advice to the Prime Minister

"PROSPERITY STEMS FROM BEING ECONOMICALLY COMPETITIVE, but prosperity also embraces the idea of quality of life." So begins the conclusion of a 17-page paper that forms the National Round Table's advice to the Prime Minister on business opportunities for sustainable development.

The paper was delivered in March 1993 in response to a request from the Prime Minister made during 1992's Environment Week. It drew on a number of initiatives that the National Round Table already had undertaken.

The first was an exploration of "the compatibility of sustainable development with a thriving economy, international competitiveness, and an enhanced quality of life" that was launched in November 1991 in partnership with the Institute for Research on Public Policy. The Senior Advisory Committee of that partnership was co-chaired by NRTEE Chair, Dr. George Connell and IRPP Chairman, the Hon. Donald S. MacDonald. The committee commissioned 10 working papers that were submitted to peer review and then were discussed at a workshop of 50 stakeholders drawn from business, labour, environmental groups, universities, and government.

The advice also drew from other Round Table initiatives, including the Economic Instruments Collaborative, the Task Force on Consensus Decision-Making, and the Forest Round Table.

The Round Table's advice to the Prime Minister was offered in 14 recommendations. "While the transition to sustainable development will not be easy," the paper says, "we have shown that policies to promote both sustainability and prosperity are both possible and necessary.... Collectively, the recommendations in this report could make a significant contribution to building a sustainable development strategy that could help Canada become more internationally competitive and ensure a sustainable future for our children."

Included among the recommendations were suggestions that the federal government: revise its programs of subsidies and incentives to better encourage sustainable development; strengthen the use of collaborative, consensus-building processes as an integral part of environmental assessment and management; work with the business community to integrate principles of sustainable development into daily business practice; help to resolve the issue of lender liability and encourage financial institutions to play a more prominent and effective role in assessing environmental risk; work for reforms in the multilateral trading system that would address environmental concerns; ensure that export development strategies aggressively target the large infrastructure markets that are emerging abroad, and especially emphasize the provision of environmentally sensitive goods and services; and integrate into training programs the know-how for development that is both competitive and sustainable.



SEARCH

## ECONOMIC INSTRUMENTS COLLABORATIVE

MAKE IT PROFITABLE FOR COMPANIES not to pollute, and they will achieve wonders.

Move toward full cost accounting, and environmental protection will become a much more powerful business priority.

It was to breathe life into these propositions that the Economic Instruments Collaborative was formed early in the winter of 1992. Fourteen months later, in the spring of 1993, it had produced detailed proposals that would:

- add an environmental cost for polluting to the expense of doing business — which is a large step toward full cost accounting; and
- provide financial incentives for reducing emissions by allowing buying and selling of emission permits.

The collaborative has 26 members from environmental groups, companies (most of which are in the oil and petro-chemical businesses), the National Round Table, and a university Ph.D. program. It also has 10 observers formally attached to it from federal and provincial governments and from the Canadian Council of Ministers of the Environment.

At its May plenary, the Round Table assigned a small group of members to examine the proposals in detail and to consider what role the NRTEE should take.

Working groups were formed to focus on three types of emissions: carbon dioxide (CO<sub>2</sub>), the largest contributor to greenhouse gases; sulphur dioxide (SO<sub>2</sub>), the largest contributor to acid rain; and nitrogen oxides (NO<sub>x</sub>), which combine with volatile organic compounds (VOCs) in a reaction to sunlight that produces ground level ozone, or smog.

The working groups arrived at recommendations for each of their areas and the collaborative as a whole has agreed that these results form the basis for broader discussion.

### SO<sub>2</sub>

The SO<sub>2</sub> working group proposed an emission trading system under which the government would place a cap on total emissions. Companies would receive a one-time allotment of shares that would correspond to their contribution to total emissions, and each year they would be issued permits to cover their shares. Both their shares and their permits could be traded, and companies could “bank” unused permits for later use or sale.

If companies cut back on their emissions they could sell shares and permits they no longer needed. If they increased emissions they would have to buy extra permits and maybe even shares. In the meantime, the government would slowly reduce the cap on total emissions allowed.

There are great advantages to the trading system, says the collaborative:

- there would be a tremendous incentive to find ways of reducing emissions so that companies could earn money by freeing up shares and permits for sale;
- all companies would have a financial stake in the integrity of the system;
- they would police each other to make sure there was no fiddling with figures, no cheating, no misrepresentations;
- they would police governments to make sure they were held to the proper allocation of shares and permits and to the orderly reduction of the emission cap;
- Anyone, including governments, could buy permits, and anyone except governments could buy shares. Purchasing shares or per-



mits would intensify the pressure on companies to reduce emissions. With fewer to go around, the cost per share or permit would increase, and companies would be faced with cutting back on emissions or paying more to pollute;

- By being able to sell shares held in reserve and to buy and sell permits, the government could moderate price swings, much like the Bank of Canada moderates fluctuations in the dollar. A major benefit would be that it could prevent high prices from deterring small companies from starting up or expanding;
- Gradual reductions in the emission cap would create a further incentive for companies to limit their emissions rather than pay for extra permits to cover emissions beyond their share of the new, lowered cap.

The working group recommended that a demonstration project for SO<sub>2</sub> emissions trading be put in place; Alberta was suggested a desirable region for such an undertaking.



## NO<sub>x</sub>

The NO<sub>x</sub>/VOCs working group proposed a program design similar to that of the SO<sub>2</sub> group, specifically with respect to the need for a regional focus. Both the Greater Vancouver Regional District and Ontario were recommended as

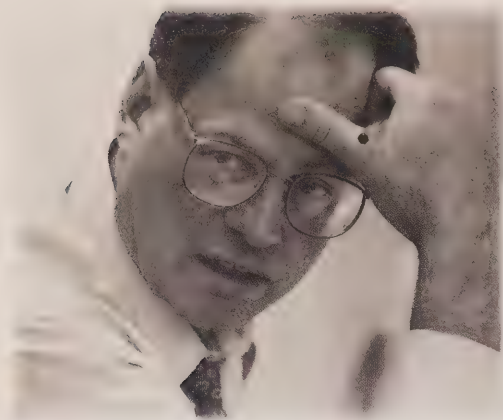
excellent project demonstration sites for trade in NO<sub>x</sub> permits. However, environmental representatives in the group were concerned that "banking" of permits would lead to large accumulations of NO<sub>x</sub> emissions that could be legally discharged at a later date. The group did agree that because summer emissions of ozone precursors are so important, seasonal differentials in the value of coupons should be considered.

## CO<sub>2</sub>

The working group proposed that governments levy a carbon emission charge. It would be levied against CO<sub>2</sub> emissions from large stationary sources and on fossil fuels used by small sources such as cars and home furnaces.

To offset carbon charges, the group proposed that companies receive credits for cutting back on emissions or creating carbon sinks that absorb CO<sub>2</sub> (for instance, by planting and maintaining forests). Credits could be bought and sold, or used to reduce charges, thereby creating the same kinds of incentives that the permit trading system for SO<sub>2</sub> would provide.

To avoid the possibility that Canadian companies might be placed at a disadvantage if other countries had no similar system, the collaborative suggested that the recommendations be phased in slowly and that the results be constantly evaluated. The collaborative also thought that net government revenue should not increase as a result of the charge.



# BARRY STUART

WHEN BARRY STUART WAS ASKED TO SERVE ON THE NATIONAL ROUND TABLE HE ALREADY HAD LIVED TWO OR THREE LIVES — as a law professor who initiated one of the first environmental law courses in Canada; as an advisor in Papua New Guinea where, for three years, he helped map out the institutional structures for independence; as a founder of the Canadian Environmental Law Association; as a judge in the Yukon; as a founder of Tarragon Theatre in Toronto; and as the chief land claims negotiator in the Yukon.

So his first encounter with the National Round Table occurred against the backdrop of other cultures, different problem-solving techniques, and a restless itch to find alternatives . . . and at first the NRT didn't seem to offer much of an alternative.

"Initially I didn't want to be involved because I thought it would be nothing but a useless debating society," he says. However, his opinion changed with the first meeting.

***"I was simply overwhelmed by the concern of everyone to get beyond the gridlock of I'm right, you're wrong."***

He quickly realized that the Round Table offers "the only...the only... opportunity that people on it have to come together and interact in an integrative way. In every other forum they're in a confrontational mode."

"All the CEOs know all the other CEOs; all the academics know all the other academics; all the NGOs know all the other NGOs. The Round Table gives them a network outside their ordinary networks. It gives them a real opportunity to integrate. If we don't integrate on a personal level, we won't be able to do it on an institutional level. And if we don't integrate on an institutional level we won't solve our most pressing issues."

Stuart brought to the Round Table a fascination with "always looking for a better way" of reaching decisions. In Papua New Guinea he was intrigued with how villagers solved problems by talking them out. In helping with the village court system, he saw that "principles of mediation were essential building blocks in arriving at effective, comprehensive, and lasting decisions. Problems were solved so much quicker by giving everyone a say."

A year and a half ago in the Yukon, he began using consensus decision-making in sentencing offenders. Instead of listening to lawyers for both sides and then making a decision, he stepped down from his judge's dias and sat in a circle of chairs with everyone who had an interest in the decision — the person convicted, the victim, families, and community members.

They discussed what the penalty should be, and when there was consensus, he adopted it as the sentence. By all reports, the initiative is working well because everyone who sits in such a circle has an opportunity to express an opinion, has participated in a consensus, has a stake in the decision, and consequently — and this is especially important for the offender and the victim — is likely to see the sentence as fair. As a result, everyone also has a stake in making sure that the sentence is observed.

At the Round Table he initially served on the executive, drafted the federal legislation which gives the Round Table independent status (which received Royal Assent in June, 1993), and acted as co-chair of the committee dealing with social indicators and incentives. For the past two years he has been the co-chair of the Task Force on Consensus Decision-Making.

The great value of the Round Table, he says, and of any body that operates by consensus, is that it "greatly enhances your appreciation of opposing interests." And if you don't have that appreciation, your ability to come to workable decisions is constricted.

He has been leaning forward, elbows on the table. Now he leans back, savouring the moment to come. "I've just been given an Indian name," he says, "from the Kwanlin Dun nation in the Yukon."

What is it?

"Mentatha."

And what does it mean?

"The owl."

His grin is almost as wide as the Yukon River.

## CONSENSUS DECISION-MAKING

MAKING DECISIONS BY CONSENSUS is an exercise in accommodation. That is its beauty and its strength.

Unlike majority rule, there is no minority that is repudiated. Power flows from the fact that there are no losers, that common ground has been found, and that people are committed to a solution because they helped to construct it — and because they decided how they would go about constructing it in the first place.

It is the stakeholders themselves who determine the shape of their interchange, not a judge, not an arbitrator, not Beauchesne's Rules of Parliamentary Procedure. There is no single definition of consensus. Participants decide in each case what will constitute it. And because it can be shaped to the complexities of the issues, and to the concerns of stakeholders, it has a powerful claim on the allegiance of participants.

The National Round Table sets three fundamental rules for its own operations. One is that it promote sustainable development. The second is that it do so through a multi-stakeholder process. And the third is that decisions be made by consensus.

Early in 1992, the National Round Table joined with provincial and territorial round tables to set up a task force that would prepare a set of guiding principles for consensus decision-making. The guide has recently been completed. Called *Building Consensus for a Sustainable Future*, it outlines some of the key steps that need to be taken if consensus is to be reached. The guide was approved by the National Round Table at its plenary meeting in mid-May 1993, and at the end of May, representatives of all round tables met and ratified the final text.

The Canadian Standards Association has expressed interest in the guide and may certify it as a process that it recommends for resolving conflict.



MEMBERS OF THE TASK FORCE ON CONSENSUS DECISION-MAKING



## FOREST ROUND TABLE ON SUSTAINABLE DEVELOPMENT

FOR MOST OF THIS CENTURY, and certainly with increasing stridency since the 1950s, people have fought over logging practices. Adversarial attitudes became ingrained; confrontation substituted for discourse; and defensiveness left little room for negotiation.



So it comes as a remarkable accomplishment that 25 people representing key forestry stakeholders in Canada — lumber companies, pulp and paper companies, aboriginals, trappers, environmentalists, campers and trekkers, woodlot owners, labour unions, forestry schools, governments, wildlife organizations, and a task force on churches and corporate responsibility — should agree on how to treat Canada's forests.

The National Round Table brought the forestry stakeholders together for the first time in June, 1991. Now members of the Forest Round Table have reached consensus on 26 principles for the sustainable development of Canada's forests. By late spring, 1993, all parent organizations had signed their approval.

The principles themselves are remarkable for their balance and insight. For instance, the first two, dealing with "ecosystem integrity" and "biodiversity", say:

- All activities on forested land should respect the intrinsic natural values of the forest environment and recognize the need to protect the integrity of forest ecosystems.
- Biodiversity should be maintained within the natural range of variation that is characteristic of both the local ecosystem and the region.

And under "managing resources" the principles say:

- Forest lands should be managed under that combination of tenure systems which balances rights with responsibilities, encourages stewardship, optimizes the sustained supply of various values from forest lands, and contributes to fair and sustainable markets, and healthy communities.

Agreement was not without its strains. But over the two and a half years from the first steps toward a Forest Round Table until parent organizations agreed to sign the principles, trust and respect developed among the participants.

The next step for the Forest Round Table was for each stakeholder organization to prepare an action plan to implement the principles. By late spring 1993, about two thirds of them had completed their plans.

In the fall of 1992 the Forest Round Table decided to tackle the most difficult of all issues: clearcutting. It prepared a discussion paper on items to address when clearcutting is proposed or undertaken. A final text of the paper is nearing completion. One suggestion for the paper's use is to encourage local round tables to apply its ideas to the area of a proposed clearcut. A round table could include among its membership local residents, workers handling equipment, and subcontractors as well as environmentalists, company officials, and public interest groups.



The advantage of the proposal is that it could ensure that the Forest Round Table's principles for sustainable development would be moulded to each specific site. And that they would be moulded by people familiar with the sites, and not some distant official trying to interpret standardized regulations.

In any event, at the forefront of all deliberations is the observation made in the introduction to the Forest Round Table's principles: "The sustainability of our forest resources...weighs heavily not only on the future well-being of Canadians but on the world itself."

#### ROY AITKEN SUSTAINABLE DEVELOPMENT INTERNSHIP PROGRAM

This year the National Round Table on the Environment and the Economy founded the Roy Aitken Sustainable Development Internship Program, in conjunction with the International Nickel Company (INCO) and other private sector sponsors. The purpose of the Internship Program is to encourage young Canadians to think creatively about the integration of the environment and the economy. The program funds one university student and one community college student to work at the Round Table for the summer before their final year of study.

The Internship Program honours Roy Aitken, a Canadian pioneer for sustainable development, who passed away in November, 1992. As former Executive Vice-President of INCO Ltd., Mr. Aitken was one of the most effective advocates for the view that the environment and the economy must be combined in planning by decision-makers.

Along with his contributions at INCO, Mr. Aitken's efforts as part of the National Task Force on the Environment and the Economy led to a report that became the Canadian response to the Brundtland Commission. The report gained worldwide recognition as one of the most thoughtful strategic plans developed to address the challenges of sustainable development, and resulted in the creation of the National Round Table on the Environment and the Economy, of which Mr. Aitken was a founding member.

The National Round Table is pleased to announce that the 1993 internships have been awarded to Sarah Murdoch from the University of Ottawa and Jocelyn Amyotte from Collège Cambrian College.

Ms. Murdoch studies International Politics at the University of Ottawa. During her internship Ms. Murdoch is assessing whether sustainable development principles have been integrated into the North American Free Trade Agreement.

Ms. Amyotte studies Chemical Engineering Technology at Collège Cambrian College. During her internship, Ms. Amyotte is developing a waste reduction program for business. Most of her research will be done in the Sudbury area.

Roy Aitken once said: "Don't mortgage the future for our children." It is hoped that the Roy Aitken Sustainable Development Internship Program will allow young Canadians to contribute to a more sustainable future.



## REG BASKEN

IN THE FALL OF 1991, WHEN HE WAS PRESIDENT OF THE 35,000-MEMBER ENERGY AND CHEMICAL WORKERS UNION, Reg Basken arranged a national conference on the environment for members. "I did it," he says, "specifically because of my knowledge of sustainable development which I picked up on the National Round Table."

Now that his union has merged with the Communication Workers (40,000 members) and the Paperworkers (55,000 workers) to form the Communications, Energy and Paperworkers Union of Canada (CEP), he's going to do it again. He is CEP executive vice-president and he has put sustainable development on the agenda of in the CEP's national conference in October.

"Who better to be concerned with sustainable development than workers?," he asks. They're concerned about their jobs, their health, the environment where they live and where they work, they're concerned about job training and productivity and competitiveness, and about creating sustainable patterns in the use of resources. These are all sustainable development issues."

There's a combative side to Basken, as you would expect of someone who has spent 30 years as a union official, and he can turn it toward the union movement itself. He joined the NRT in 1990, about a year after it was formed, because "of my policy of inclusion. The labour movement is far too exclusive," he says. "Too many people in it stay out of things and then sit around and complain. What they need is to get involved and to learn."

He led the NRT's Waste Management Committee and then served on the Economic Instruments Collaborative. And now he is co-chair of the Task Force on Consensus Decision-Making.

***"Consensus decision-making is easy for me," he says, "because that's what collective bargaining is all about."***

What is put to union members for vote is the consensus reached by company and union negotiators.

When he talks about getting involved and learning, he brings up the work of the Economic Instruments Collaborative. "My instinct at the beginning was to oppose tradeable emission permits; now my instinct is to support them. Being on the Round Table changed my opinion.

"I learned a lot more about economic instruments." He's convinced that using economic instruments as incentives to reduce emissions is "the better way because it has the one principle that industry always moves with and that's the flow of money."

What finally won him over was coming to the conclusion that there are ways to ensure that economic instruments can be properly controlled and that companies will not abuse them.

He doesn't mention the role of workers in this. He doesn't need to. Barely moments earlier he was emphasizing how key they are to any environmental strategy.

"If you've got a worker who won't violate the environment, who won't blow a stack at night when no one can see it, who won't look the other way when there's a spill, and who feels secure in saying this is wrong, then you've got a powerful voice protecting the environment." The trick is to make sure they feel secure in their jobs even when they blow the whistle.

Then, with the delighted gusto that comes from a battle won, he tells how it was a union official working for Dow Chemical that reported the company for dumping mercury into the St. Clair River. It was 20 years ago, he cautions, "and there've been a lot of changes since. But back then, the company looked at every way it could to fire him and found it couldn't. They knew the whole plant would walk out."

He chuckles. "And then they discovered that dumping mercury was more expensive than recovering it."

For Basken, the lesson is plain. If you want companies to stick by the rules, train workers in the principles of sustainable development and make sure they have job security. They'll do the rest.



## PULP AND PAPER ROUND TABLE

CANADA IS STITCHED TOGETHER WITH PULP AND PAPER MILLS. In one way or another they employ 7 per cent of the labour force and across the country they support 350 communities, half of which have populations of less than 10,000. Together they account for \$23 billion in exports and represent 26 per cent of the world's newsprint capacity.

So, to talk of pulp and paper manufacturing is to talk about the social and economic fabric of our country. It is also to talk of manufacturing discharges and emissions.

The difficulty we are facing is that the industry is beleaguered. Its competitive advantage has eroded; productivity improvements have not kept up with those in some of the other key manufacturing countries; the recession brought heavy losses; some input costs are higher than those of competitors, such as having to pay workers more to attract them to remote regions; and our global share of newsprint production has dropped 21 per cent in only 10 years — and with recycling mills springing up outside of Canada near major population centres, that share will continue to drop.

At the same time, even though Canadian mills have greatly reduced emissions and discharges during the past 30 years, by and large they still lag behind their main competitors.

Consequently, the economic equation is unforgiving: dramatic increases in environmental spending would leave little capital for improving other aspects of quality and productivity. And without improving quality and productivity, competitiveness will decline and will limit the economic ability to advance environmentally.

Concerned with this equation, the National Round Table, in conjunction with the Institute for Research on Public Policy, undertook a study to test the thesis of Harvard economist Michael Porter that strict environmental regulation would enhance competitiveness by triggering innovation and upgrading. The study found the thesis inappropriate to the pulp and paper industry, mainly because the regulatory system in Canada is so haphazard and ill focused.

The National Round Table then approached stakeholders in the pulp and paper manufacturing sector to see if there was support for establishing a round table that would search for new approaches to resolving the dilemma.

There was support. In February 1993, more than 20 stakeholders met and decided to work toward consensus in four major areas: sourcing of fibre; manufacturing processes; marketing and consumption; and jurisdictional issues. The Pulp and Paper Round Table will meet again in early summer.





# PIERRE MARC JOHNSON

IN THE KITCHEN OF IDEAS, PIERRE MARC JOHNSON WOULD BE ONE OF THE CHEFS. A little stout, perhaps, in the way that adds to a sense of both authority and conviviality, bustling from thought to thought, tasting and testing, adding a garnish, an anecdote, a spice, a dozen pots on the boil, relishing the tempo, enjoying the heat.

He is both a doctor and a lawyer. He teaches law at McGill Law School, practises law in a large, downtown Montreal firm, conducts research at the McGill Centre for Medicine, Ethics and Law, sits on the board of several large corporations, was a special advisor to Maurice Strong at the Earth Summit in Rio de Janeiro, has just been admitted to The Royal Society of Canada, and has been a member of the National Round Table and its executive committee from the beginning.

For a brief period before the Parti Québécois was defeated in 1985, he was Quebec's premier. And before that he held a succession of portfolios: Labour; Financial Institutions; Social Affairs Development; and Justice, Attorney General, and Intergovernmental Affairs.

Yet, for all his experience, he says "there are ways the National Round Table transformed me."

"I had been a lawmaker for 13 years and my approach to governments was that they were there to make laws.... The Round Table gave me solid, specific illustrations, outside strict government

command and control, of how integration of the environment and the economy can occur. It uses a multi-stakeholder process to define policies and that's quite unique."

***The round table process introduces a different set of dynamics, he says. Because participants control decisions, and because they start from the premise that they want to find common ground.***

They have to pay close attention to what each has to offer and they have to be ready to entertain new ways of doing things. That leads to a responsiveness not always present in hierarchical systems, he says.

And responsiveness can lead to innovation. However it presumes the development, of what Johnson calls "la nouvelle cohérence". By that he means "a new set of references; a new set of concepts, rules, notions, implications, and rationalities which we can refer to and which can give coherence to actions." And the actions he's talking about are "those that integrate environmental and resource management concerns in both public policy and economic decision-making."

The Earth Summit in Rio was working toward that, he says. Johnson was a member of the Canadian delegation in Rio as representative of the Round Table. And as chair of the NRT's Foreign Policy Committee, he played a major role in formulating the Round Table's advice to the Prime Minister concerning Canada's position at Rio.

Most of his time on the Round Table has been spent dealing with foreign policy issues. Currently, he is chair of the Task Force on Trade and Sustainability, which spent the better part of the past year preparing advice to the Prime Minister on Canada's negotiating position concerning a North American Commission on the Environment (NACE). Creation of the commission is being proposed as a side agreement to the North American Free Trade Agreement.

The phone rings and it is a call concerning the task force's NACE recommendations. As he talks, he swivels in his chair to gaze out his law office window. He talks strategy. It is politics from the inside and he discusses it with the unbridled relish of a gourmet before a twelve-course meal.

Later, there is no hesitation when he is asked what fulfilment the Round Table has offered. "It's not only the process," he says, "It's the people." And then, as if arriving at his favourite entrée: "I got," and he spreads his arms broadly, "a gigantic intellectual satisfaction." For a moment, for emphasis, he doesn't move.

## TRADE AND SUSTAINABILITY

FOR THE FIRST TIME SINCE THE ENVIRONMENTAL DEREGULATION OF NORTH AMERICA BEGAN IN EARNEST, its citizens may gain a forum where they can rally, on a continental basis, to protect and enhance what is left. That, in its most emphatic and perhaps most optimistic expression, is the opportunity presented in discussions concerning the establishment of a North American Commission on the Environment (NACE).

The creation of a NACE is the key element in the supplemental agreement on the environment which is being negotiated between Canada, the U.S. and Mexico to complement the North American Free Trade Agreement (NAFTA). Through its Task Force on Trade and Sustainability the National Round Table has been working on developing advice to the Prime Minister on the functions and form of a prospective NACE.

It is expected that once negotiated, a NACE will address environmental issues that arise in the context of NAFTA and trade disputes. NAFTA is unique among international trade agreements in acknowledging environmental concerns. In its preamble the NAFTA recognizes that among its fundamental purposes is the promotion of sustainable development.

The agreement also says that where there is a conflict between its terms and those of international environmental agreements that include trade sanctions -- in particular the 1973 Convention on Trade in Endangered Species, the 1987 Montreal Protocol on Substances that Deplete the Ozone Layer and the 1989 Basel Convention on the Movement of Hazardous Waste - that the terms of the environmental agreements will prevail.

In order to assist the NAFTA to live up to its environmental billing, it is generally agreed that a NACE will encourage the NAFTA partners to harmonize their standards upwards. The NACE will also promote North American cooperation in addressing continental environmental issues

such as migratory species protection, water management and trans-border pollution, as well as global issues such as energy efficiency, climate change, marine and coastal environments and commercial practices that have long-range, long-term, deleterious consequences.

The National Round Table's Task Force on Trade and Sustainability began examining ideas for a NACE with a workshop on December 7, 1992, to which 34 stakeholders were invited. A second workshop in Washington D.C. was held on April 6, 1993 to exchange views with American and Mexican stakeholders. On April 28, the Task Force met to consider a draft proposal for its advice to the Prime Minister. Finally, on May 13, the National Round Table met in full plenary and approved the text which was then forwarded to the Prime Minister.

Since May, the Task Force has been working to disseminate its advice widely and will engage itself in any additional follow-up that might be called for. Meanwhile, given the possible conclusion this year of the Uruguay Round of the GATT which makes way for the widely anticipated "Green Round" to follow, the Task Force is once again considering issues which extend beyond North America.



TASK FORCE MEMBER BOB PAGE



# PAT DELBRIDGE



SOMEWHERE IN BETWEEN THE SUITS AND THE SANDALS, between transnational business corporations and the environmental movement, is Pat Delbridge seeking common ground.

Companies hire her to help them avoid the missteps that can breed public opposition or confusion. Issues management, it's called. Her basic approach is to bring people together: community representatives, corporate executives, and those on the leading edge of issues. What she offers is what any good guide supplies: how to get where they all want to go. Goals will differ, she will point out, but the journey can only be made together.

Among executives and environmentalists she inspires a mixture of confidence and uncertainty – confidence that she offers an opportunity where issues that trouble both will be addressed, and uncertainty because generally she is breaking new ground. Executives see themselves as having to share decision-making with outsiders, and that makes them nervous; environmentalists worry whether executives will listen to them seriously or whether they will be engaged in a public relations exercise.

The measure of her effectiveness is that companies keep hiring her, and environmentalists keep participating. Corporate activities do get modified and action to alleviate public concerns does get implemented. There may not always be as much change as some would like to see, but there has always been enough for them to retain a confidence in the process.

Delbridge looks the part of being in between – sensible clothes, no power accessories, pragmatic haircut, slightly rumpled, non-threatening. And she sounds the part – she offers no philosophic motive for seeking change. There's no talk of ideology, of working for a better world, of reconstructing society. Her concern is entirely practical: "I just like to make things work a little better. It's just common sense."

And common sense has taken a working class woman from the outskirts of London, England, who was out of school at 16, married at 17, and had three children by age 21, to the presidency of a 12-member firm in her own name, with billings of close to one million dollars a year and blue-chip clients in Canada, the United States, England and France.

Along the way she ran a suicide prevention centre in Ottawa (for seven years), created and operated the Canadian branch of an agency assisting the aged in developing countries (for three years), and she was director of association affairs for the Consumers' Association of Canada (for four years). She started her own firm in 1980.

When the National Round Table was being created in 1988-89, she was asked to join. "I didn't say anything, but I had decided to say no," she says. "I was tired of volunteering for government." But she changed her mind "when I saw the interesting people joining it and I saw the interesting work they were undertaking."

First, she worked with the NRTEE committee that produced *Decision Making Practices for Sustainable Development*, one of the books in the NRT's Sustainable Development Series. Then she worked with the Foreign Policy Committee that submitted advice to the Prime Minister concerning the Earth Summit in Rio de Janeiro. When the Economic Instruments Collaborative was formed, she became a participant.

The collaborative examined 97 kinds of economic instruments before deciding on its recommendations. Meetings would sometimes last three and a half days. It was demanding, she says, "but fulfilling."

Being on the Round Table, she says, "has got me to think in a different way. I feel very strongly about the environment, but I was becoming more and more uncomfortable because people were being driven into opposing camps, pushed into boxes, and I couldn't find the key to unlock that process."

The key was the round table method.

**"People don't have to give up their values so they can get together, find common ground, and move forward," she says.**

To Pat Delbridge, that's common sense at work.

## SUSTAINABLE FISHERY

THE NORTHERN COD FISHERY off the coast of Newfoundland has been called Canada's greatest sustainable development laboratory. There are numerous theories as to what caused the sudden acceleration in the depletion of cod stocks, but there are no accepted answers. And whether the cod will recover is still an open question.

What is certain is that the way cod were being fished was not sustainable. Whether that caused, or contributed, to the sharpened decline, and if so, to what extent, is not clear.



At its plenary meeting in St. John's Newfoundland, at the end of July the National Round Table is examining whether there is a role for it to play with regard to east coast fisheries.

### THANK YOU

The National Round Table wishes to thank outgoing members **Margaret Kerr** and **Jim MacNeill** for their outstanding contribution to the Round Table's work. Both Dr. Kerr and Mr. MacNeill were founding members of the National Round Table, appointed by the Prime Minister in March, 1989.

**Margaret Kerr** was one of the original members of the National Task Force on the Environment and the Economy, the creative force behind round tables and several other sustainable development initiatives in Canada. A founding member of the National Round Table, Dr. Kerr was a member of the Executive Committee, the Socio-Economic Impacts Committee and the Sustainability and Prosperity Initiative.

As chair of the Socio-Economic Impacts Committee, Dr. Kerr played a key role in preparing energy indicators for sustainable development, publishing reports and taking action on economic-based environmental policy instruments.

Dr. Kerr is Vice-President, Environment, Health and Safety for Northern Telecom Ltd. At Northern Telecom she eliminated ozone-depleting CFCs in the cleaning of circuit boards, which provided a net savings of \$50 million to the company. Margaret Kerr brought an influential business perspective and consensus-building managerial style to the work of the NRTEE. She continues to contribute as member of the Task Force on Trade and Sustainability.

**Jim MacNeill** brought to the National Round Table an extensive history of involvement in the environment and development movement, both domestically and internationally. As a veteran of the 1972 Stockholm Conference, and as Secretary General of the World Commission on Environment and Development, he brought a wealth of international linkages to the NRTEE's work.

As a member of the Committee on Socio-Economic Impacts, the Foreign Policy Committee, and a member of the Executive Committee, Mr. MacNeill played an important role in shaping the mandate and strategic direction of the National Round Table in its first years. His work on the Foreign Policy Committee was invaluable in shaping the Committee's policy advice to the Prime Minister on the 1992 United Nations Conference on the Environment and Development. As well, Mr. MacNeill represented the NRTEE as part of Canada's official delegation to the Earth Summit.

Mr. MacNeill is Senior Fellow, Sustainable Development Program at the Institute for Research on Public Policy.

## RURAL RENEWAL

OF ALL ENVIRONMENTAL ISSUES, biodiversity may be the most difficult to deal with, simply because it is so complex. In terms of living things, it is everywhere and everything — and it is interrelated in ways that can be extremely complicated and subtle. Yet, to quote John Herity of Environment Canada, its importance cannot be exaggerated because, "We really are talking about life on earth."



The threat to biodiversity is probably the strongest on Canada's prairies — in farming areas, especially where farmers have been encouraged to expand cultivation beyond sustainable acreages onto marginal lands and wetlands. However, the problem exists from coast to coast. For instance, two thirds of Atlantic coastal marshes are gone, more than two-thirds of southern Ontario's wetlands have been ploughed under, half of the sloughs and potholes in the prairies have been lost, and 70 per cent of the Pacific estuary marshes are gone or degraded. Most (85%) were drained to produce farmland.

The National Round Table has approached the issue of biodiversity by concentrating on the prairies. At least 25 of Canada's endangered or threatened species are found there.

As a first step the Round Table commissioned a study. What it brought into focus was that any study concerned with preserving biodiversity must concentrate also on social infrastructures and on local economies. In other words, the interrelationships must be extended beyond plants, wildlife, organisms, and the biosphere. It must include the value placed on maintaining

communities. And if communities are to be maintained, it must consider how they can be made economically sustainable.

On the prairies, and in Saskatchewan in particular, all three "legs of the stool" (as one Round Table member referred to it) — ecological, social and economic — are deteriorating rapidly. Biodiversity is being eliminated; farming communities are crumbling; and the farm economy is in severe and precipitous decline.

At its May plenary meeting, the Round Table decided to distribute its study broadly for discussion, and then to hold a stakeholder workshop in the fall to discuss possible recommendations. The study, entitled *Canada's Agricultural and Trade Policies: Implications for Rural Renewal and Biodiversity*, is now part of the Round Table's Working Paper Series.



## THE COMMUNICATIONS PROGRAM

THE TRANSITION TO SUSTAINABLE DEVELOPMENT IS ABOUT LEARNING HOW TO EMBRACE COMPLEXITY ... how to organize activity in ways that will maintain the multitude of interrelationships that support living things on this planet.

The problem is that complexity on such a huge scale can be intimidating. It can lead to confusion, conflict, hopelessness, even paralysis. That's why it is so important to demystify sustainable development by communicating how the shift toward it can be accomplished.

One of the ways the National Round Table does this is through its communications program. In the past year it published five books, for a total of ten in the past two years. It has released 19 working papers, published a quarterly newsletter, put out a rock music video, and co-operated with other agencies to produce guides, reports and an interactive computer game.

All of last year's books were published in partnership with another organization or corporate sponsor:

*Toward Sustainable Communities*, by Mark Roseland, and produced with the support of the Federation of Canadian Municipalities, is aimed at municipal decision-makers and has been one of the NRT's most popular books.

*Trade, Environment and Competitiveness*, edited by John Kirton and Sarah Richardson, and sponsored by Du Pont Canada Inc., is based on a collection of papers presented at a conference organized by the Round Table in November 1991.

*Green Guide: A User's Guide to Sustainable Development for Canadian Community Colleges*, produced in partnership with the Association of Canadian Community Colleges, was sponsored by Nissan Canada Inc. It describes some of the sustainable development tools and offers case studies of sustainable development practices.

*Sustainable Development: Getting There from Here*, by Ted Schrecker, is a handbook produced in

partnership with the Canadian Labour Congress that aims at helping workers and unions promote sustainable development from within.

*Covering the Environment: A Handbook on Environmental Journalism*, by Michael Keating, offers useful information and advice to journalists and was published in partnership with the Graduate School of Journalism at the University of Western Ontario.

### The National Round Table Review

The Review, published quarterly, is Canada's national newsletter on sustainable development. Each issue focuses on a different theme. The 1993 spring edition, which examined the crisis facing environmental NGOs in Canada, contained 19 original articles from across the country. The Review also highlights current NRT initiatives.

### NRTEE Working Paper Series

In an effort to promote debate and discussion on sustainable development issues, the Round Table distributes draft discussion papers on a variety of topics and from a variety of sources. Topics range from a series of papers on sustainability and prosperity, to rural renewal. At present there are 19 papers in the series.

### Other Initiatives

*COURAGE*, a Rock Music Video, was produced by the Round Table and sponsored by Hostess Frito-Lay Inc. and the Hudson's Bay Company, and launched in January at the Canadian Museum of Civilization. It stars the Canadian rock group Infidels and singer/poet Meryn Cadell, and is introduced by Peter Gzowski. The video and the song "Courage" are part of a campaign to challenge Canadian youth to integrate the concept of sustainable development into their lives.



COVERING THE ENVIRONMENT



GREEN GUIDE



MODEL YOUTH KIT

*Energy, Environment and Me* is an interactive computer game and quiz for children, dealing with energy conservation, produced in partnership with Energy, Mines and Resources Canada.

*You Can't Give It Away: Tax Aspects of Ecologically Sensitive Lands* is a report prepared by the Canadian Wetlands Conservation Task Force, and published and distributed in partnership with the National Round Table. It describes how tax legislation, federally and in the provinces and territories, affects the conservation of ecologically sensitive lands and what donors can expect if they donate land or arrange to have it used in perpetuity for conservation purposes.

## NRT PUBLICATIONS

### Sustainable Development Book Series

1. *Sustainable Development: A Manager's Handbook*
2. *The National Waste Reduction Handbook*
3. *Decision Making Practices for Sustainable Development*
4. *Preserving Our World*
5. *On the Road to Brazil*
6. *Toward Sustainable Communities*
7. *Trade, Environment & Competitiveness*
8. *Green Guide - A User's Guide to Sustainable Development for Canadian Colleges*
9. *Sustainable Development: Getting There from Here (A Guidebook for Unions and Labour)*
10. *Covering the Environment: A Handbook for Environmental Journalism*

### Other NRTEE Publications, Reports and Products

Building Partnerships with Business

Focus 2000: A Small Business Guide to Environmental Management

A Report on Waste Management for the Construction Industry

*You Can't Give It Away: Tax Aspects of Ecologically Sensitive Lands*

Model Round Table for Youth Kit

Future Links (Youth Brochure)

The North American Free Trade Agreement and the North American Commission on the Environment (Report of Workshop on December 7, 1992, Ottawa)

Shaping Consensus: The North American Commission on the Environment and NAFTA (Report of Workshop on April 7, 1993, Washington D.C.)

Forest Round Table on Sustainable Development -- A Progress Report, March 1993

NRTEE Poster: Objectives for Sustainable Development

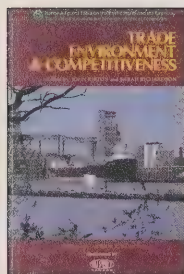
NRT Multi-Media Diskette (MacIntosh Compatible)

Interactive Computer Game/Quiz on Energy (MacIntosh Compatible)

COURAGE Cassette and Music Video on Sustainable Development (Featuring Infidels, Meryn Cadell and Peter Gzowski)

### NRT Working Paper Series

1. Prosperity and Sustainable Development for Canada: Advice to the Prime Minister
2. The Financial Services Industry and Sustainable Development: Managing Change, Information and Risk
3. Lender Liability for Contaminated Sites: Issues for Lenders and Investors
4. Market Correction: Economic Incentives for Sustainable Development
5. Environmental Regulations and the Canadian Pulp and Paper Industry: An Examination of the Porter Strategy
6. Environmentally Perverse Government Incentives
7. Environmental Impact Assessment and Competitiveness
8. Emerging Trends and Issues in Canada's Environmental Industry
9. A Report on Jobs, Training and Sustainable Development
10. Trade, Competitiveness and the Environment
11. Sustainability and Prosperity: The Role of Infrastructure
12. Measuring Sustainable Development: Energy Production and Use in Canada
13. Exploring Incentives: An Introduction to Incentives and Economic Instruments for Sustainable Development
14. Canadian Round Tables on the Environment and the Economy: Their History, Form and Function
15. Reporting on Sustainable Development in Support of National Decision-Makers
16. Reporting on Sustainable Development: The Municipal and Household Level
17. Corporate Sustainable Development Reporting in Canada
18. Aperçu National sur la Planification Stratégique du Développement Durable dans les Provinces et les Territoires du Canada
19. Canada's Agricultural and Trade Policies: Implications for Rural Renewal and Biodiversity



TRADE, ENVIRONMENT AND COMPETITIVENESS

## NRTEE RESOURCE PEOPLE

Catherine Auger, Minister's Office, Environment Canada  
 André Beaulieu, Centre de médecine, d'éthique et de droit de l'Université de McGill  
 Charles Brassard, Non-Government Relations, Environment Canada  
 François Bregha, The Rawson Academy of Aquatic Sciences  
 R. Douglas Burch, Calgary  
 John G. Drake, McMaster University  
 Ron Edwards, Finance Canada  
 Doug Friend, Energy, Mines and Resources, Canada  
 Paul Griss, Toronto  
 Charles Hayles, Pat Delbridge Associates Inc.  
 Ute Islam, Energy, Mines and Resources, Canada  
 Brian Kohler, Health, Safety and Industrial Relations Training Fund  
 Jeff Parker, Finance Canada  
 Kathleen Pomeroy, Pomeroy & Neil Consulting Inc.  
 Jim Ramsay, Industry, Science and Technology Canada  
 Eva Rosinger, Canadian Council of Ministers of the Environment (CCME)  
 Bob Sopuck, Manitoba Round Table on the Environment and the Economy  
 Cameron Smith, Ideality Inc.  
 Sharon Watkins, Industry, Science and Technology Canada  
 Mark Wedge, Yukon Indian Development Corporation  
 Mel Wilson, Faculty of Environmental Design, University of Calgary

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 The Honourable Glen Cummings, NRTEE member  
 Josefina Gonzalez, NRTEE member  
 Jack MacLeod, NRTEE member  
 Dorothy Inglis, Newfoundland and Labrador Round Table on the Environment and the Economy  
 Doug McKenzie-Mohr, Wilfrid Laurier University  
 Ian Mugridge, Open Learning Agency  
 John Robinson, University of British Columbia  
 Barbara Robson, Information Commissioner  
 Bill Ross, University of Calgary  
 Kathleen Pomeroy, Pomeroy & Neil Consulting Inc.  
 Cameron Smith, Ideality Inc.

### NRTEE SECRETARIAT:

Ann Dale  
 Carla Doucet

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**Co-chair:** Barry Stuart, NRTEE member  
 Jerry Cormick  
 D'Arcy Delamere, Royal Bank of Canada  
 Lee Doney, B.C. Round Table on the Environment and the Economy  
 Paul Emond  
 Jane Hawkrigg, Jane Hawkrigg Enterprises Ltd.  
 Carol Reardon  
 Heenan Blaikie  
 Ruth Schneider, Centre for International Studies  
 Glenn Sigurdson  
 Mark Wedge, Yukon Council on Environment and Economy  
 Leslie Whitby, Industry, Science and Technology Canada

### NRTEE SECRETARIAT:

Steve Thompson  
 Cathy Driscoll

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 Susan Holtz, NRTEE member  
 John Cox, John E. Cox Associates

### NRTEE SECRETARIAT:

Philippe Clément

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### MEMBERS

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 The Honourable Glen Cummings, NRTEE member  
 The Honourable Carol Carson, Minister of Municipal Government, Saskatchewan  
 Ken Cox, North American Wetlands Conservation Council  
 Hubert Esquirol, Western Canada Wheat Growers  
 Jim Patterson, Ducks Unlimited  
 Bob Sopuck, Manitoba Round Table on the Environment and the Economy

### NRTEE SECRETARIAT:

Steve Thompson

## TASK FORCE ON TRADE AND SUSTAINABILITY

### MEMBERS

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 Bob Page, NRTEE member  
 Susan Holtz, NRTEE member  
 David Morton, NRTEE member  
 Margaret Kerr, Northern Telecom Limited  
 John Kirtan, University of Toronto

### NRTEE SECRETARIAT:

Sarah Richardson

## FOREST ROUND TABLE

Moderator, Hamish Kimmins  
 David Barron, Canadian Pulp and Paper Association  
 Glen Blouin, Canadian Forestry Association  
 Gary Blundell, Canadian Wildlife Federation  
 Harry Bombay, National Aboriginal Forestry Association  
 Dirk Brinkman, Canadian Silviculture Association  
 Rod Carrow, University Forestry Schools  
 Peter Chapman, Task Force on the Churches and Corporate Responsibility  
 Lois Corbett, Forest Caucus Canadian Environmental Network  
 Claire Dansereau, IWA Canada  
 Peter DeMarsh, Canadian Federation of Woodlot Owners  
 Bruce Gourlay, Forest Products Branch, ISTC  
 Paul Griss, Canadian Nature Federation  
 Diana Keith, Canadian Parks & Wilderness Society  
 Don Laishley, Weldwood of Canada Ltd.  
 Gerry Lee, Canadian Wildlife Service  
 Chris Lee, Canadian Federation of Professional Foresters Associations  
 Tom Lee, Forestry Canada  
 Elizabeth May, Sierra Club of Canada  
 David Neave, Wildlife Habitat Canada  
 Keith Newman, Canadian Paperworkers Union  
 Joe O'Neill, Miramichi Pulp and Paper Inc.  
 Marie Rauter, Ontario Forest Industries Association  
 Tony Shebbeare, Council of Forest Industries of British Columbia  
 Gerry Wilde, Fur Institute of Canada

### NRTEE SECRETARIAT:

Steve Thompson, Cathy Driscoll

## PULP AND PAPER ROUND TABLE

David Barron, Canadian Pulp and Paper Association  
 Gary Blundell, Canadian Wildlife Federation  
 Harry Bombay, National Aboriginal Forestry Association  
 Hugh Cook, CCME, Environment Canada



*Claire Dansereau*, Vancouver  
*Rocco Delvecchia*, ISTC, Forest Industries Branch  
*André Duchesne*, Association des Industries Forestières du Québec  
*John Foy*, Canadian Daily Newspaper Association  
*Julie Gelfand*, Canadian Nature Federation  
*David Hamilton*, Federation of Canadian Municipalities  
*John Hanson/Jill McWhinnie*, Recycling Council of Ontario  
*Roy Hickman & Peter Toft*, Health and Welfare Canada  
*Ann Hillyer*, West Coast Environmental Law Association  
*Keith Jackson*, Canadian Printing Industries Association  
*David Johnston*, Stora Forest Industries  
*Paul Muldoon*, Pollution Probe  
*John Mullinder*, Paper & Paperboard Packaging Env. Council  
*Atul Nanda*, Association of Municipal Recycling Coordinators  
*Prem Nanda*, Consumers Association of Canada  
*Keith Newman*, Comm, Energy and Paperworkers Union of Canada  
*Gordon Perks*, Greenpeace  
*John Rowsome*, CDNA, Toronto Sun Publishing  
*David Schindler*, University of Alberta, Biological Sciences  
*Wayne Wolfe*, CP Forest Products Ltd.  
*Peter Wrist*, Paprican

NRTEE SECRETARIAT:  
*Steve Thompson*

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**Projet Director:** *Barry Sadler*  
*Jean Arnold*, Fallsbrooke Institute  
*David Bennett*, Canadian Labour Congress  
*Keith Bezanson*, International Development Research Centre  
*Harry Bombay*, Native Aboriginal Forestry Association  
*Lorraine Brooke*, Inuit Circumpolar Conference  
*Lynn Broughton*, Canadian Participatory Committee for UNCED  
*Theodora Carroll-Foster*, International Development Research Centre  
*Gordon Clifford*  
*George Connell*, National Round Table on the Environment and the Economy  
*Heather Creech*, International Institute for Sustainable Development  
*John Dillon*, Business Council on National Issues  
*Lee Doney*, B.C. Round Table on the Environment and the Economy

*Kristen Douglas*, Standing Committee on the Environment, House of Commons  
*Charles Ferguson*, INCO Ltd.  
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*George Greene*, Canadian International Development Agency  
*Arthur Hanson*, International Institute for Sustainable Development  
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*Chester Reimer*, Inuit Circumpolar Conference  
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*The Chair and members of the NRTEE would like to thank all those who have supported the National Round Table on the Environment and the Economy. Many people and many organizations have contributed to the work of the National Round Table in the past year.*

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## National Round Table on the Environment and the Economy



# *Annual Review*

**1994 - 1995**



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## EXECUTIVE DIRECTOR

Timothy L. Diering

The National Round Table on the Environment and the Economy is an independent agency, mandated by the Parliament of Canada and reporting directly to the Prime Minister. It acts as a catalyst in identifying, explaining and promoting in all sectors of Canadian society and in all regions of Canada, the principles and practices of sustainable development.



# Letter from the Chair



Dear Prime Minister:

April, 1995

This letter to you, Prime Minister, brings to a close my service as Chair of the National Round Table on the Environment and the Economy (NRTEE). It has been tremendously satisfying for me to oversee for four years the National Round Table's development and ultimate transformation into a departmental corporation. We are indebted to your government for proclaiming the *Act to Establish the National Round Table on the Environment and the Economy* (Bill C-72) last year. This legislation gives the National Round Table new status as an independent agency, and the freedom and flexibility to speak and act independently. Importantly, it demonstrates the commitment of your government and the Parliament of Canada to the long-term journey that sustainable development requires.

When the NRTEE was created in 1988, sustainable development was a new concept to most Canadians. However, in recent years Canada has made significant progress toward sustainable development. New language, concepts and processes are now in use; sustainable development strategies are being created; new organizations and institutions are blossoming. Communities have put in place green and sustainable community activities; all provinces and territories have created or are creating sustainable development plans; many professional associations are undertaking sustainable development activities. Corporations such as Shell Canada, Northern Telecom and TransAlta Utilities are taking the lead in adopting more sustainable practices. Indeed, the language of sustainable development has penetrated the highest levels of government. Your government has announced the creation of a Commissioner of the Environment and Sustainable Development and the requirement that all federal departments create sustainable development strategies. These are all laudable achievements and signs of commitment and progress toward sustainability.

We believe the National Round Table has played an integral role in bringing about this transition. Our mandate, as defined by our legislation, is to act as a catalyst to promote the principles and practices of sustainable development in all sectors of Canadian society and in all regions of Canada. Over the past several years we have fulfilled that mandate in a number of ways – through advice to you, Prime Minister, policy development with various government departments, sectoral dialogues and public awareness and education.

Obviously sustainable development cannot be achieved by one organization alone. We rely greatly on partnerships with businesses, non-government organizations, First Nations, governments, academic institutions and others to carry out our work. Looking back, our efforts over the past few years fall under five main themes: changing attitudes and beliefs, sustainable development in a global context, natural resource management, sustainable communities, and tools for sustainable development.

### **Changing People's Attitudes, Beliefs and Behaviour**

Sustainable development requires that we fundamentally change our attitudes and behaviour in the way that we view the world and our relationship to it. The National Round Table has tried to help Canadians at all levels to understand better the connections between the environment and the economy and the importance of sustainable development. Through our education, communications, and publications programs we help give Canadians the tools and information they need to take positive steps toward sustainability.

### **A Global Challenge**

Whatever we do in Canada, we must remember to look at our actions in a global context. We must constantly strive for global improvements while we work for progress at home. This has been the focus of our trade and foreign policy work, which has promoted sustainable development within the context of the Earth Summit, the North American Free Trade Agreement, GATT, the World Trade Organization, the Miami Summit of the Americas and, most recently, the G7 Summit. This perspective is also reflected in the National Round Table's growing international relations with other countries. We have received dozens of international delegations interested in understanding the round table process and how we are working toward sustainable development in Canada. Round tables or similar organizations now exist in many countries, including South Africa, the Philippines, the United States and Great Britain.

### **Canada's Natural Resources**

Canada is one of the most richly endowed countries in the world. Our economy depends on harvesting our natural resources, but they must be harvested sustainably. The sustainable management of natural resources is a contentious and complex issue that affects many different stakeholders in each of our natural resource sectors. The National Round Table has focused on forestry, fisheries and agriculture. We have only just begun the learning process through our Forestry and Pulp and Paper Round Tables, Rural Renewal Task Force, and Partnership on East Coast Communities and Marine Ecosystems. However, we have learned that diverse stakeholders often share similar values and can learn to work together given the right process.

### **A Community of Communities**

Each sustainable development issue is played out at various levels – local, regional, provincial and national. Different solutions are appropriate at each level. What we have learned is that the only way to do justice to these complex issues is to make sure that all the stakeholders are involved. While governments and legislative bodies play essential roles, they are often constrained by jurisdictional boundaries, hierarchical structures and cumbersome procedures. We need alternative, flexible and effective ways of bringing together those groups and individuals who have the experience, insight and commitment to illuminate all sides of sustainable development issues and to help to choose the pathways to just, reasonable and sustainable practices. This is where round tables have played a significant role. Over 200 round tables have emerged at the local level in recent years to fill this gap in participatory democracy. Communities have become the frontiers of change in Canada and the multitude of activity is extremely encouraging.

### **Tools for Sustainable Development**

There is no question that sustainable development requires new models of decision making, new systems of measurement and assessment, and appropriate incentives and disincentives that integrate economic, environmental and social objectives. The National Round Table has worked toward developing several important sustainable development tools. Our National Task Force on Consensus Decision Making, working with provincial round tables, has published a set of guiding principles for consensus decision making. Over 20,000 copies have been distributed around the world, and the booklet has been translated into at least four languages. Our Task Force on Sustainable Development Reporting has developed a framework for a system of information gathering and reporting on progress toward sustainable development that integrates ecological health, economic indicators and human well-being. The Economic Instruments Collaborative has made concrete recommendations on how economic instruments could be used to address acid rain, ground-level ozone and greenhouse gas problems in Canada.

### **Difficult Choices Lie Ahead**

As proud as we are of Canada's progress toward sustainable development in many different areas, nevertheless it is much too early to be complacent, Prime Minister. Despite these promising signs, in terms of real change our progress has been modest. We have done the easy part in laying the foundations for a sustainable future, but the most difficult choices lie ahead. Our current path is still unsustainable. We still need major changes in our decision making structures, institutions, public policy, economic incentives and indicators, behaviour and values if we are to bring human activity within nature's limits.

These changes are within our grasp. It is within our means to make the transition to a sustainable society, and the National Round Table has a vital role to play in this transition in years to come. It has been a great honour to be part of this unique Canadian organization over the past four years, and a tremendous learning experience. I hope that in the future the National Round Table will continue to build on what we have started, working closely with your government to build a sustainable future for all Canadians.



Dr. George E. Connell  
Chair



# Letter from the Executive Director

Dear Prime Minister:

April 1995

As Executive Director and Chief Executive Officer, I am pleased to submit our Annual Review for 1994-1995. The National Round Table is the only legislated body in Canada specifically mandated to be a catalyst on sustainability issues. It is uniquely positioned to bring together a broad range of competing interests to work together toward a solution beneficial to all.



In the past year, we have convened workshops, round tables, task forces and other fora to bring Canadians together to grapple with some of the most critical public policy issues of our time. We have published books, working papers, our very popular quarterly newsletter, policy reports and other materials. All of these are geared toward promoting understanding and increasing public awareness of the cultural, social, economic and policy changes required to attain sustainable development. We have also provided specific advice to you, Prime Minister, on several topics, to encourage integrating environmental and economic considerations into government decision-making processes.

Although Canada has made some progress toward sustainable development, we continue to run real economic, ecological and social deficits. We continue to mask the reality of the present by borrowing against our future. The crises we face today are the legacies of inadequate decision making of the past. We cannot continue to meet our needs without compromising the ability of future generations to meet their own needs until we move to more integrated forms of decision making. Everywhere people are demanding more meaningful input into decisions that directly affect them or the place where they live. In making these decisions we will have to find ways to accommodate deeply held and differing values. Nowhere is this more evident than in coping with the complexities that issues of sustainability present.

As there is no roadmap to navigate the path to sustainability, we do our work in a spirit of learning. Learning has been described as "the accommodation of new ideas with old structures." This accommodation with the imperative of sustainability will involve fundamental changes in ways that we are only beginning to understand. Our task in the future will be to further this understanding.

As my four year term expires with the submission of this Annual Review, please allow me to recognize the outstanding dedication of the staff and members of the NRTEE and to thank you, Prime Minister, for your support during the past year. It has been an honour to serve.

A handwritten signature in dark ink, appearing to read 'Ron Doering'.

Ronald L. Doering  
Executive Director and Chief Executive Officer



# National Round Table Programs and Initiatives

The National Round Table receives its mandate from the Parliament of Canada and reports directly to the Prime Minister. Its 25 members are appointed by the federal government to represent a broad range of regions and interests across Canada. Members meet as a group four times a year to determine priorities for action, review current work, initiate new programs, and promote a better understanding of the concept of sustainable development.

During the past year the National Round Table has achieved its mandate through work in 13 different program areas or task forces. The results of these efforts have taken several different forms:

- providing advice to the Prime Minister on key sustainable development policy issues;
- developing tools to advance sustainable development in government policy and other sectors;
- acting as a neutral meeting ground and facilitating a process where different stakeholder groups can work together to reach consensus on important sustainability issues;
- on-going communications and education programs that develop information and educational tools to facilitate grass-roots initiatives and to help decision makers address issues of sustainability.

After proclamation of the National Round Table Act last May, the Prime Minister appointed 10 new members and the NRTEE launched several new initiatives, including task forces on environmental industries and federal government green procurement, a partnership for sustainable coastal communities and marine ecosystems, and a transportation and climate change collaborative. These new undertakings complement ongoing programs in foreign policy, education, reporting, consensus decision making, rural renewal, and pulp and paper. A summary of the achievements in each of these areas is found on the pages that follow.

Other noteworthy events and accomplishments of the National Round Table in 1994-95 include:

- In April 1994, the NRTEE published the final report of its Forestry Round Table on Sustainable Development, a landmark achievement. Over 25 stakeholders, representing a diverse range of views in Canada's forestry debate, agreed unanimously to 26 principles for the sustainable management of Canada's forests, backed by action plans.
- In addition to advice to the Prime Minister on implementing sustainable development within the context of GATT and the World Trade Organization, the Miami Summit of the Americas, and the G7 Summit, the NRTEE also submitted advice on measures regarding the tax treatment of ecologically sensitive lands.
- Several NRTEE members played key roles in the federal Minister of Finance's Task Force on Barriers and Disincentives to Sound Environmental Practices, which made recommendations to government on ways to improve government subsidies and incentives to reflect sustainable development principles.
- The NRTEE advised several international governments on the round table process, including Britain (which has established the UK Round Table on Sustainable Development), Vietnam, Pakistan, China, and Norway's Prime Minister Gro Harlem Brundtland.

# Task Force on Foreign Policy and Sustainability

## Purpose

The purpose of the Task Force on Foreign Policy and Sustainability is to promote sustainable development in Canadian foreign policy, to influence policy development within the federal government, and to advise the Prime Minister on opportunities and ways to promote sustainable development through Canada's external relations.

## Achievements in 1994-95

During the past year the Task Force identified four major opportunities for advancing sustainable development in Canadian foreign policy: the GATT and World Trade Organization (WTO); Canada's foreign policy review; the Miami Summit of the Americas; and the G7 Summit.

### GATT and WTO

In March 1994, the Task Force hosted a highly successful workshop in Montreal to examine the sustainable development implications of the Uruguay Round of the GATT, and the prospective WTO. The workshop brought together stakeholders from relevant constituencies to identify areas of consensus and possible points of emphasis for the Canadian government at the GATT meetings scheduled for April. Following the workshop, the Task Force drafted a letter of advice to the Minister of International Trade suggesting ways in which Canada could promote the integration of trade and environment in the new WTO.

### Foreign Policy Review

The Task Force also promoted sustainable development as part of the federal government's review of Canada's foreign policy. It studied how the principles of sustainable development could serve as an integrating theme for Canada's foreign policy in the coming years and made a submission to the Special Joint Committee on Foreign Policy during its hearings in the summer of 1994. The Committee's subsequent report contained a chapter on sustainable development and generously endorsed some key passages from the NRTEE's submission. The federal government's new foreign policy statement, released in February 1995, included sustainable development as one of its underlying themes.

### Miami Summit of the Americas

During the past year the Task Force submitted advice to the Prime Minister regarding two major international meetings: the Summit of the Americas held in Miami in December 1994, and the G7 Summit, scheduled for Halifax later this year.

Sustainable development, along with market integration and democratization, was a core agenda theme at the Miami Summit. To prepare its advice, the Task Force co-sponsored three multistakeholder workshops in Ottawa, Washington and Mexico City during the summer and fall of 1994 in order to meet with government officials, discuss sustainability issues in the hemisphere, and hear the views of Caribbean, Central and South American groups. In November, it submitted its recommendations to the Prime Minister on issues such as trade, biodiversity and conservation, energy and climate change, and indigenous peoples. Although not all of the Task Force's recommendations were adopted, they did alert the Canadian government to the sustainable development issues at stake in Miami, some of which were reflected in the Summit's final communiqué.

### G7 Summit

In December, the Task Force turned its attention to the upcoming G7 summit. A background document was prepared that was considered by key stakeholders from Canada, the United States, and other G7 countries at a workshop in Montreal in February 1995. Participants heard presentations and discussed issues related to sustainable development and the reform of international institutions. Following the workshop, the Task Force drafted a memorandum of advice which was approved by the National Round Table and sent to the Prime Minister in late March. The workshop proceedings have been published as: *The Halifax Summit, Sustainable Development and International Institutional Reform*.

### Future Directions

The Task Force will continue to promote its G7 Summit recommendations among decision makers pending a review of its future role by the members of the NRTEE.

#### Task Force Members

Chair: Pierre Marc Johnson, NRTEE Member  
Susan Holtz, NRTEE Member  
Harvey Mead, NRTEE Member  
Bob Page, NRTEE Member  
Maurice Strong, NRTEE Member  
John Kirton, University of Toronto

#### Resource People

François Bregba, Resources Future International  
Stephanie Foster, Ontario Hydro  
Brigitte Cagné, Salmon Arm, B.C.  
Mel Wilson, Coopèrs and Lybrand

NRTEE Secretariat  
Sarah Richardson



# Pulp and Paper Round Table

## Purpose

Early in 1993, the National Round Table brought together a group of 25 national stakeholder groups concerned with the Canadian pulp and paper sector to discuss issues associated with the sustainable production of pulp and paper. Despite widely differing perspectives and values, participants agreed to work together to reach consensus on a set of principles to guide the sustainable production, consumption, disposal or re-use of pulp and paper, as well as to develop specific action plans based on these principles.

## Achievements in 1994-95

Members of the Pulp and Paper Round Table have met several times over the past two years, working toward consensus on a set of principles. The NRTEE acted as catalyst and facilitator for the discussions, under the leadership of John Houghton, Chairman of QUNO Corp., former member of the NRTEE and chair of its Forestry Round Table. Last summer, at a Quebec City meeting, Pulp and Paper Round Table participants reviewed and formalized a draft set of principles on the sustainable production of pulp and paper in Canada. While some indicated that their final agreement to the draft principles was already assured, others requested time to consult with and seek approval from their various constituents. After many meetings and much hard work, the Round Table held its eighth and final meeting in Ottawa in January 1995. At that time, all representatives at the table unanimously approved a set of 18 principles covering such issues as anthropogenic organic chemicals, closed-loop technologies, and codes of practice. This agreement was published by the National Round Table in May 1995, as NRTEE Working Paper 29.

## Future Directions

Many of the participants are now developing action plans that support the principles. They will be published as part of the National Round Table's final report in the fall of 1995.

## Pulp and Paper Round Table Members

David Barron, Canadian Pulp and Paper Association  
Harry Bombay, National Aboriginal Forestry Association  
Anne Camozzi, Canadian Network for Environmental

### Education and Communication

Hugh Cook, Environment Canada  
Claire Dansereau, Richmond, B.C.  
Rocco Delvecchio, Industry Canada  
André Duchesne, Association des industries forestières du Québec

François Guimont, Environment Canada  
Mayor David Hamilton, City of Thunder Bay,  
Federation of Canadian Municipalities  
John Hanson, Recycling Council of Ontario  
Ann Hillyer, West Coast Environmental Law Association  
John Houghton, QUNO Corp.

Doug Hyde, Chelsea, Québec  
Keith Jackson, Canadian Printing Industries Association  
David Johnston, Stora Forest Industries  
Christine Lucyk, Canadian Daily Newspapers Association  
Susan Masswohl, Canadian Wildlife Federation  
Elizabeth May, Sierra Club of Canada, NRTEE member  
Paul Muldoon, Canadian Environmental Law Association  
John Mullinder, Paper and Paperboard Packaging

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Keith Newman, Communications, Energy and Paperworkers Union of Canada,  
Gordon Perks, Better Transportation Coalition  
David Schindler, University of Alberta  
Peter Toft, Health Canada  
Wayne B. Wolfe, Irving Forest Services  
Peter Wrist, Pulp and Paper Research Institute of Canada

## NRTEE Secretariat

Steve Thompson  
Allison Webb (until October, 1994)  
Sarah Shadforth

# Education Task Force

## Purpose

The goals of the Education Task Force are to facilitate an understanding of sustainable development and consensus decision making among key sectors of Canadian society. Its addresses both formal and informal education through its work with youth, educators, academic institutions, media and other sectors.

## Achievements in 1994-95

In the past year, the Education Task Force undertook a wide array of initiatives involving the media, academic institutions, municipal decision makers, and youth. As an overarching theme for its work, it supported the development and feasibility study of a national sustainable development social marketing strategy called SustainABILITY, in partnership with ParticipACTION.

The Task Force continued to conduct its ever-popular youth round tables which, during the past year, involved more than 1,500 students from across Canada. The Task Force joined with Learning for a Sustainable Future, ÉRE Education, and Health Canada to develop a *Canadian Youth Action Guide for Agenda 21*. The guide was developed and written by youth through a series of cross-Canada focus groups with high school students. The guide allows young people, parents and educators to voice their views on Agenda 21, and offers ways to take stock of the situation, to look for solutions, and to take community action.

The National Round Table held a focus group with media representatives in Toronto in February 1995. Its purpose was to increase the NRTEE's understanding of how and what the media want or need to learn about sustainable development, to promote the role of the NRTEE in communicating sustainable development initiatives and perspectives, and to explore ways to raise sustainable development awareness among the Canadian media as well as the general public.

In March 1995, the Task Force hosted a workshop to discuss interdisciplinary research and education on sustainability at the post-secondary level. It was attended by 22 university presidents and vice-presidents from across Canada. Many new and

innovative ideas for advancing sustainable development at post-secondary institutions were identified and a background report will be prepared for public distribution. The Task Force also commissioned a background paper on community-based social marketing, an approach to changing individual attitudes and values that can lead to behaviour change. Carried out at the local level, it has become an effective tool for introducing sustainable development programs. In addition, the Task Force co-sponsored, along with the Association of Municipal Recycling Coordinators (AMRC) and the Ontario Ministry of Environment and Energy, a pilot workshop held in Toronto in March 1995. The event introduced community-based social marketing to more than 75 municipal decision makers from across Ontario. Feedback from participants was very positive. Task Force members also met with representatives of the Environmental Centre for New Canadians to explore some of the barriers to the involvement of new Canadians in environmental issues.

## Future Directions

The Education Task Force plans to co-sponsor additional workshops on community-based social marketing in other parts of the country. An evaluation of the youth model round table process will be conducted in order to assess its impact and to help develop a training package for teachers and educators. The Task Force will also explore the possibility of conducting workshops on environmental management for small business in cooperation with the Retail Council of Canada and the Canadian Federation of Independent Business.

### Task Force Members

Chair: Elizabeth Crocker, NRTEE Member  
Jack MacLeod, NRTEE Member  
Allan Bruce, NRTEE Member  
Lori Williams, NRTEE Member

### NRTEE Secretariat

Carla Doucet

# Task Force on Sustainable Development Reporting

## **Purpose**

The mandate of the NRTEE's Task Force on Sustainable Development Reporting is to address Canada's need for a system of measuring and reporting the country's progress toward achieving sustainable development.

## **Achievements in 1994-95**

Following the December 1993 release of its report to the Prime Minister, *Toward Reporting Progress on Sustainable Development in Canada*, the Task Force contacted various federal government departments to press for implementation of its recommendations. One of the report's key recommendations was to establish an office of a commissioner for sustainable development, which the federal government announced in October 1994.

The Task Force also continued to provide a forum for discussing critical issues in sustainability reporting. In March 1995, it joined with the Westminster Institute for Ethics and Human Values to host a colloquium on assessing human well-being within the context of sustainable development. The colloquium, which took place in London, Ontario, brought together learned academics from various fields (including medicine, philosophy, psychology, economics and ecology) to meet with representatives of key federal government agencies involved in sustainability reporting including the Auditor General, Environment Canada and Statistics Canada.

The Task Force also produced a book on sustainable development reporting, *Pathways to Sustainability: Assessing our Progress* combines the substance of the Task Force's 1993 colloquium on sustainability reporting, a reprint of the report to the Prime Minister as well as a ground-breaking case study on assessing progress toward sustainability in the Great Lakes Basin. The book will be released in May 1995.

Task Force members met with Natural Resources Canada staff to discuss ways to collaborate on the assessment of energy production and use in Canada. The Task Force also began work with the Canadian Coalition of Education Organizations to develop a framework to allow educational institutions to assess their progress toward sustainability. Links were also established with the newly created President's Council on Sustainable Development in the United States, and the U.S. government's Interagency Working Group on Sustainable Development Indicators.

## **Future Directions**

Pending a review of its mandate, the Task Force will continue to press for implementation of its recommendations to the federal government on reporting on sustainable development and to support and work with other agencies to improve sustainability monitoring and reporting.

### **Task Force Members**

*Chair: Tony Hodge, NRTEE Member*  
*Susan Holtz, NRTEE Member*  
*Elizabeth Crocker, NRTEE Member*  
*Marty Eakins, NRTEE Member*  
*Pierre Gosselin, Ste-Foy, Québec*

### **Resource People**

*François Bregba, Resources Future International*  
*Paul West, University of Victoria*

### **NRTEE Secretariat**

*Jane Inch*



# Task Force on Consensus Decision Making

## **Purpose**

The purpose of this Task Force is to promote the understanding and use of consensus decision making principles and methods as a means of achieving sustainable development. It was established by the NRTEE in 1991.

## **Achievements in 1994-95**

Following the success of its 1993 publication *Building Consensus for a Sustainable Future: Guiding Principles* (more than 20,000 copies distributed), the Task Force began producing a book of case studies in consensus decision making that expand on the principles set out in *Building Consensus*. This new book, which is in the final editing stages, will highlight experiences from across Canada and describe how the principles of consensus decision making can be practically applied in many different conflict situations. Currently no other book introduces the concepts of consensus decision making in a similar, practical manner that is accessible to a wide audience.

## **Future Directions**

The future activities of the Task Force will be established following a review of its mandate by the members of the NRTEE.

### **Task Force Members**

Co-Chair: Barry Stuart, NRTEE Member  
Co-Chair: Reg Basken, NRTEE Member  
Jerry Cormick, Mill Creek, Washington, U.S.A.  
D'Arcy Delamere, Royal Bank of Canada  
Paul Emond, Toronto, Ontario  
Jane Hawkrigg, Oakville, Ontario  
Glenn Sigurdson, Vancouver, B.C.  
Leslie Whitby, Industry Canada

### **NRTEE Secretariat**

Steve Thompson  
Allison Webb (until October 1994)

*"Building a  
sustainable future  
requires processes  
that reconcile  
competing interests,  
forge new cooperative  
partnerships, and  
explore innovative  
solutions."*

*Building Consensus for a Sustainable Future:  
Guiding Principles*

# Task Force on Rural Renewal

## **Purpose**

The Task Force on Rural Renewal was established in 1992 following a series of workshops that examined the opportunities for, and barriers to, economic and ecological renewal in rural Canada. Since then, the Task Force has initiated or supported a variety of projects that aim to address some of the unique sustainability challenges facing rural communities.

## **Achievements in 1994-95**

As part of its ongoing efforts to ensure broad participation in rural development issues, the Task Force joined with the Interdepartmental Committee on Rural and Remote Canada to encourage a broad mix of stakeholder groups to attend conferences on rural renewal. It supported groups from Nova Scotia, Alberta and British Columbia in developing an introductory presentation "module" on sustainable development which was subsequently used at various rural conferences.

The Task Force also created a new Internet discussion group called RURCAN-L to link rural institutions, groups and individuals together via their personal computers. This service went on-line from the University of Alberta in early 1995. As well, a series of presentations were made to the banking and credit union communities on lending for rural environmental projects. Finally, the Task Force worked with provincial and regional agricultural organizations in British Columbia, Quebec, and the Atlantic provinces to help fund the publication of farm environmental management handbooks tailored to the specific needs of these regions.

## **Future Directions**

Planning is underway for a joint round table meeting with the Canadian Bankers Association's Agriculture and Environment members to explore bank lending practices which might encourage sustainable development.

### *Task Force Members*

*Chair: Diane Griffin, NRTEE Member*

*Hon. Carol Carson, Minister of Municipal Government,  
Saskatchewan*

*Hon. J. Glen Cummings, Minister of Environment,  
Manitoba*

*Jim Patterson, Ducks Unlimited*

*Bob Sopuck, Manitoba Round Table on the  
Environment and the Economy*

### *Resource People*

*Julie Gelfand, Canadian Nature Federation*

*Ken Cox, North American Wetlands Conservation Council*

### *NRTEE Secretariat*

*Steve Thompson*

## **BIODIVERSITY IN NORTH AMERICA**

In early 1994, the National Round Table and the Canadian Museum of Nature joined a Mexican organization, the Fundacion Mexicana para la Educacion Ambiental (FUNDEA), and the World Resources Institute in Washington, D.C. to organize a series of workshops focusing on biodiversity in North America.

The first workshop took place in Mexico City in March 1994, attended by biodiversity experts, government officials, and non-governmental organization representatives from Mexico, the United States and Canada, as well as NRTEE members. Discussions centred on identifying the forces affecting continental biodiversity in general and the relevant trade, social and economic instruments to promote biodiversity in North America.

Since then, planning has been underway for a second workshop scheduled for Ottawa in June 1995. The Ottawa meeting will focus on comparing and analyzing the national steps taken to support biodiversity and their impacts in all three North American countries. International linkages, and coordination and harmonization of economic instruments supporting biodiversity will also be discussed.

Following the Ottawa workshop, a report will be written and recommendations brought forward to be considered by governments and other stakeholders.

# Projet de société: Planning for a Sustainable Future

## Purpose

The *Projet de société* is a multistakeholder partnership of government, First Nation, business and non-governmental representatives interested in promoting Canada's transition to a sustainable future. Through its National Stakeholders Assemblies, it provides a forum for integrating different sectors and perspectives through consensus building and partnerships, recognizing that sustainable development is a collective responsibility of all Canadians.

Established in November 1992 as a follow-up to the Earth Summit, the *Projet* has focused on three main activities: a report on Canadian responses to Agenda 21 and the Rio Conventions, the development of a framework for a national sustainable development strategy, and practical actions to advance progress toward sustainability in Canada.

## Achievements during 1994-95

At the *Projet's* Third National Stakeholders Assembly in late 1993, the NRTEE was asked to assume a larger role in the *Projet* and subsequently agreed to focus on facilitating the development of a national sustainable development strategy (NSDS). This work began in earnest during the spring of 1994 and continued through the summer. It involved three meetings of the *Projet's* Working Group, whose members also participated in a fall workshop designed to focus attention on some of the tools or transition strategies needed to overcome barriers to sustainable development.

The *Projet's* Fourth National Stakeholders Assembly was held in November 1994. It brought together more than 120 people from across the country to review the progress made since the previous Assembly, determine future directions, and provide stakeholders with an opportunity to share information and discuss the challenges Canada faces in attaining sustainability. Stakeholders were also asked to review the draft NSDS framework, *Canadian Choices for Transitions to Sustainability*.

Many concerns were expressed about the document but there was general agreement on the need to redefine its "choicework" section, which illustrates options and specific actions that could be undertaken to make sustainability a reality in Canada, and on the need for a more strategic focus and a clearer national orientation. Based on these and other discussions, the document was revised and reprinted in January 1995 for further discussion. The NRTEE subsequently sponsored a series of meetings across the country designed to determine how useful the document might be in engaging various constituencies to forge their own transitions to sustainability and to contribute to a national strategy. A final draft is being prepared for release in May 1995.

## Future Directions

A new Working Group was convened in February 1995 to oversee the continuation of other activities of the *Projet*. It defined a work plan that focuses on three key areas: expanding communication and linkages, educating and engaging a wider audience in the issues surrounding sustainability, and exploring ways to get sustainable development integrated into the Canadian political agenda. A fifth National Stakeholders Assembly is planned for the fall of 1995.

Contingent on the NRTEE's review of its involvement with the *Projet*, staff members will explore the potential of the draft NSDS framework to act as an integrating mechanism for sustainable development strategies at all levels in Canada. They will also form links with agencies working on strategies at the international level, including the U.N. Commission on Sustainable Development, the International Network of Green Planners, the U.S. President's Commission on Sustainable Development, the Earth Council and the World Conservation Union.



# Projet de société: Planning for a Sustainable Future

## Projet de société Working Group Members

*Chair: Ron Doering, NRTEE*

*Jeanne Andrews, Environment Canada \**

*Jean Arnold, Fallsbrook Centre*

*Garth Bangay, Environment Canada \**

*Mia Benjamin-Robinson, Forum for Sustainability \**

*David Bennett, Canadian Labour Congress \**

*Keith Bezanson, International Development Research Centre (IDRC) \**

*Lynn Broughton, Forum for Sustainability*

*Theodora Carroll-Foster, IDRC*

*Gordon Clifford, Consulting and Audit Canada \**

*George Connell, NRTEE \**

*Heather Creech, International Institute for Sustainable Development (IISD)*

*Anne Cronin-Cossette, Department of Foreign Affairs and International Trade \**

*Jessie Davies, University of New Brunswick \**

*John Dillon, Business Council on National Issues \**

*Charles Ferguson, INCO \**

*Janine Ferretti, Pollution Probe \**

*Sheila Forsyth, National Agricultural Environment Committee \**

*Gary Gallon, Canadian Environment Industry Association \**

*George Green, Canadian International Development Agency \**

*Arthur Hanson, IISD and NRTEE Member \**

*George Kowalski, Environment Canada \**

*Martin Janowitz, Clean Nova Scotia Foundation \**

*Shirley Lewchuck, Department of Foreign Affairs and International Trade*

*David MacDonald, United Nations Association of Canada \**

*Elizabeth May, Sierra Club of Canada and NRTEE Member*

*Sheldon McLeod, Canadian Council of Ministers of the Environment \**

*Beatrice Olivastri, Consultant \**

*Peter Padbury, Canadian Council for International Cooperation \**

*Chester Reimer, Inuit Circumpolar Conference (ICC) \**

*Sarah Richardson, NRTEE \**

*Barry Sadler, Consultant \**

*Ann-Marie Sahagian, Environment Canada*

*Sandy Scott, NRTEE*

*Dana Silk, NRTEE*

*Mary Simon, ICC \**

*Robert Slater, Environment Canada \**

*Judith Swan, Oceans Institute of Canada*

*Susan Tanner, Friends of the Earth \**

*Kathy Thompson, Federation of Canadian Municipalities*

*Bert Weichel, Saskatchewan Waste Reduction \**

*Jean Wong, Health Canada \**

*Miriam Wyman, Women and Sustainability Networks*

*\* until December 1994*

*\* since January 1995*

## Other Participating NRTEE Members

*Susan Holtz*

*Jack MacLeod*

*Karen Morgan*

*Bob Page*

## NRTEE Secretariat

*Sandy Scott*

*Dana Silk*

*“By sketching the broad national picture the Projet de société hopes to encourage communities and sectors in Canada to see how they fit into the larger picture and to engage them in assuming their share of the challenge.”*

*Canadian Choices for Transitions to Sustainability*

# Partnership for Sustainable Coastal Communities and Marine Ecosystems

## Purpose

In late 1994 in the wake of the collapse of the East Coast cod fishery, the National Round Table joined forces with the Newfoundland and Labrador Round Table to launch a Partnership for Sustainable Coastal Communities and Marine Ecosystems. The purpose of this new joint initiative is fourfold:

- to establish a dialogue with fishery-dependent coastal communities in Newfoundland and Labrador on the future sustainability of these communities;
- to identify why these communities were sustainable in the past, what made them unsustainable, and how they can become sustainable again;
- to provide a unique opportunity for the people directly affected to make their views known on the future of the fishery and their own communities; and
- to develop recommendations to avoid a similar fishery collapse in other regions of Canada.

## Achievements in 1994-95

A Task Force of members of the National and Newfoundland Round Tables as well as community representatives was formed in late 1994. During the winter and spring of 1995, the Task Force conducted a series of formal and informal meetings in more than a dozen fishing communities across Newfoundland to solicit the opinions, ideas and experiences of a broad mix of local residents.

## Future Directions

The Partnership's final session will take place in St. John's, Newfoundland in June 1995. Following this, it will draft and submit advice to the Prime Minister as well as to the Premier of Newfoundland on the future sustainability of Newfoundland's fishing communities that reflects grass-roots perceptions and opinions in these communities. It will also issue a final report for public distribution that summarizes these perspectives, identifies the historic causes of unsustainability, and outlines current barriers to a sustainable fishery and recommendations to foster one in the future.

## Partnership Members

Chair: Bernadette Dwyer, Fogo Island Co-op, Newfoundland

Diane Griffin, NRTEE Member

Elizabeth May, NRTEE Member

Wilfred Bartlett, Brighton, Newfoundland

Tom Best, Petty Harbour Fisherman's Cooperative

Mary O'Brien, Newfoundland and Labrador Round Table

Martin von Mirbach, Newfoundland and Labrador Round Table

## NRTEE Secretariat

Steve Thompson

*"We have the capacity  
and ability to create  
a remarkably different  
economy, one that  
can restore ecosystems  
and protect the  
environment, while  
bringing forth  
innovation, prosperity,  
meaningful work and  
true security."*

Paul Hawken, *The Ecology of Commerce*

# Collaborative on Transportation and Climate Change

## **Purpose**

In the summer of 1994, the NRTEE assisted the Ontario Round Table in establishing a multi-stakeholder Collaborative on Transportation and Climate Change. The purpose of the Collaborative is to develop a voluntary, implementable strategy to reduce carbon dioxide emissions in Ontario's transportation sector that takes economic, social and environmental perspectives into account. The Collaborative will seek to build on the National Action Plan on Climate Change, with its emphasis on voluntary initiatives by industry, to stabilize carbon dioxide emissions.

The NRTEE chose to support this initiative in Ontario because of its large population and industrial concentration. Progress in stabilizing emissions in Ontario is critical to any national climate change strategy. Strategies developed and lessons learned in Ontario may be transferable to other regions.

## **Achievements in 1994-95**

During the fall of 1994, senior representatives from a cross section of the transportation sector were invited to participate in the Collaborative, representing major automakers, railways, trucking firms, transit authorities, labour unions, municipalities, and NGOs. Deputy ministers from key provincial government ministries including Transportation, Environment and Energy, and Housing and Energy were invited as observers. The first meeting of the Collaborative took place in January 1995. A smaller designated Policy Group was established to oversee a series of background studies.

## **Future Directions**

Over the coming months, the Policy Group will analyze the results of the background studies and develop specific action plans to be submitted to the Collaborative for final approval. It is hoped that final consensus on a carbon dioxide reduction strategy will be reached by autumn 1995.

## **Collaborative Membership**

*Chair: Jon Grant, Chair, ORTEE, and Corporate Director, Quaker Oats Company*  
*Vice-Chair: Anne Whyte, Director-General, International Development Research Centre*  
*Richard Baker, President & CEO, Canada Transport International Ltd.*  
*John Bergsma, President & CEO, Union Gas*  
*Jim Bruce, Chair, Canadian Climate Program*  
*Patty Chilton, Executive Coordinator, Pollution Probe*  
*Louise Comeau, Campaign Director, Sierra Club of Canada*  
*Al Cormier, Executive Director, Ontario Urban Transit Association*  
*David Crombie, Commissioner, Waterfront Regeneration Trust*  
*Terry Daynard, Executive Vice-President, Ontario Corn Producers Association*  
*Don Dewees, Vice-Dean, Faculty of Arts and Science, University of Toronto*  
*Richard Ducharme, Managing Director, GO Transit*  
*John Fleming, City Administrator, City of London*  
*John Fox, Executive Vice-President, Ontario Hydro*  
*Emmett Grant, President, Cooper Automotive*  
*"Buzz" Hargrove, President, Canadian Auto Workers*  
*Howard Hawkins, President, Navistar International*  
*Michael Hough, Principal, Hough Stanebury Woodland*  
*Nayler Dance*  
*Neal Irwin, Managing Director, IDI Group*  
*Colin Isaacs, Contemporary Information Analysis*  
*John Livey, Commissioner of Planning, Regional Municipality of York*  
*Harvey Mead, Président, Union québécoise pour la conservation de la nature, NRTEE Member*  
*Bryan Monkhouse, Vice-President, Strategic Business Development, Sunoco Inc.*  
*Ronald Munkley, President & CEO, Consumers Gas*  
*Norman Pellerin, Assistant Vice-President (Environment), CN Rail*  
*David Runnalls, President, Runnalls Research Associates Inc.*  
*Richard Soberman, Chair, Department of Civil Engineering, University of Toronto*  
*Bob Stephen, Owner, Agincourt Infiniti / Nissan Ltd.*  
*Tayce Wakefield, Vice-President Corporate Affairs, GM Canada*  
*John Wallace, President & CEO, Ontario Northland Railway*

**NRTEE Secretariat**  
*Jane Inch*



# Task Force on Green Procurement

## Purpose

At its October 1994 plenary, NRTEE members launched a new Task Force to promote "green" procurement by the federal government. This reflects the recognition that adopting environmentally sound procurement practices in public and private sector organizations is a major determinant of better environmental protection and more sustainable economic development. Because of its substantial purchasing power, the federal government can exert profound influences on the markets for all goods and services and can serve as an important model for other levels of government as well as private industry.

## Achievements in 1994-95

The first meeting of the Task Force was held in Ottawa in January 1995. Because current criteria for green procurement, where they exist at all, are often inadequate or misleading, the Task Force commissioned a study to consolidate and synthesize current knowledge on green procurement criteria with the aim to develop new criteria that can be applied in a comprehensive, but simple manner, to all products and services purchased by the federal government. It also agreed to co-sponsor the first national conference of the Canadian Environment Industry Association that took place in Ottawa in late March.

## Future Directions

After completing the study on procurement criteria, the Task Force plans to produce case studies of successful green procurement practices that are consistent with the new criteria and guidelines. This will fulfill an important educational function by providing models for others to follow. Efforts will also be made to collaborate with various federal departments and agencies to draft a formal green procurement guide to be used as a standard reference. In addition, the Task Force will join with Environment Canada, Treasury Board and other federal departments to develop a reporting framework on progress toward green procurement in the federal government.

A national forum on green procurement is planned for early 1996. It will bring together purchasers and procurement policy makers in the federal government with suppliers to build on earlier initiatives as well as address other barriers to green procurement. Successful practices and green products and services sold to the federal government will be recognized and showcased during the forum.

### Task Force Members

*Chair: Marty Eakins, NRTEE Member*

*Patrick Carson, NRTEE Member*

*Elizabeth Crocker, NRTEE Member*

*David Anderson, Assistant CEO, Environmental Council of Alberta*

*Robert Bickerdike, Environment Division, Bell Canada*

*Colin Isaacs, Environmental Program Consultant,*

*Contemporary Information Analysis Ltd.*

*Sheldon Levitt, Quadrangle Architects Ltd.*

*Bob Slattery, Purchasing Consultant*

*Laura Talbot-Allan, Assistant Deputy Minister,*

*Corporate Services, Environment Canada*

### NRTEE Secretariat

*Gene Nyberg*

# Task Force on Environmental Technologies

## Purpose

NRTEE members created a Task Force on Environmental Technologies at their October 1994 plenary meeting. Its purpose is to promote the growth of the Canadian environmental industry as a key step in Canada's progress toward sustainable development. It will do so by helping targeted client industries or sectors become more environmentally sustainable by more effectively using the technology and expertise of firms in the Canadian environmental industry.

The demand for environmental technologies suffers because of an inadequate commitment to sustainable development on the part of many industries and a lack of information in the marketplace. Through a series of multistakeholder dialogues, the Task Force will attempt to resolve these problems by bringing together representatives from industries that are currently moving to more environmentally sustainable practices with the appropriate firms in the Canadian environmental industry, the financial community, consumers, and government agencies involved in funding and regulatory activities.

## Achievements in 1994-95

At its first meeting in February, 1995, the Task Force identified four potential sectors to assess initially: municipal water supply and treatment, electric utilities, pulp and paper, and mining. It subsequently joined with the Federation of Canadian Municipalities and Industry Canada to organize a series of interactive workshops that were held in six cities across Canada in April 1995. They brought together Canadian environmental companies, financial investors and municipal decision makers to explore and promote potential partnerships for the design, construction and maintenance of municipal environmental infrastructure. The workshops were intended as a catalyst to enlarge the domestic market for Canadian technology and expertise in these areas.

## Future Directions

In the coming year, the Task Force intends to follow up on the workshops with a series of round table meetings bringing together stakeholders from the municipal environmental sector. Similar round tables will also be undertaken for the electric utilities sector after a feasibility study has been completed.

### Task Force Members

*Chair: Sam Hamad, NRTEE Member*

*Stuart Smith, NRTEE Member*

*Ray Brouzes, Vice-President Scientific Affairs, EnviroCapital.*

*Joe Lukacs, President & CEO, Canadian Environmental Technology Advancement Corporation (West)*

*Laurie Macdonald, Director of Professional Affairs,*

*Canadian Council of Professional Engineers*

*Bob Slater, Assistant Deputy Minister, Environmental*

*Conservation, Environment Canada*

### NRTEE Secretariat

*Gene Nyberg*

# LEAD Canada

## Purpose

**LEAD** (Leadership for Environment and Development) is an international program for promising individuals from countries around the world designed to further their understanding of, and ability to deal with, issues and choices related to sustainable development.

**LEAD** International currently has over 400 associates and faculty members in Brazil, Canada, China, the Commonwealth of Independent States, India, Mexico and Nigeria. They are accepted into the program for two years. **LEAD** is jointly sponsored by the Rockefeller Foundation and Canada's International Development Research Centre. In Canada, **LEAD** is administered through the NRTEE.

## Achievements in 1994-95

Last summer was the inaugural session for **LEAD** Canada when the first 15 associates entered the program. Their backgrounds were varied – the group included a federal government policy analyst, public health physician, newspaper editorial writer, and a public transit official – but all shared a common interest in developing a better understanding of sustainability.

Each associate completed a research paper on a specific topic before attending the first residential session, held at Ottawa's Carleton University in the summer of 1994. The two-week session included seminars, workshops and guest lectures by leading experts, role play and round table exercises, and several field trips.

In October, six of the Canadian associates joined their counterparts from other **LEAD** countries at a **LEAD** International conference held in Costa Rica. They participated in a full program of presentations, workshops and field trips dealing with Costa Rica's natural resources, economy, energy, agriculture, economic and environmental debt, tourism, and socio-political history. The Canadians also met with Costa Rican President José María Figueres.

Over the course of the winter, associates carried out a variety of sustainable development projects from their respective workplaces. Research topics

ranged from developing a course on sustainability for senior federal public servants, to the North American Commission on Environmental Cooperation, to changing the decision-making process in the Ontario municipality of Hamilton-Wentworth.

## Future Directions

A new class of **LEAD** associates will join the program in the spring of 1995. The first residential session is scheduled for the summer in Ottawa, during which they will team up with the second-year participants to carry out an ecoregion study in Ontario's Prince Edward County. **LEAD**'s next international session is planned for September 1995 in Thailand.

### LEAD Canada Participants

National Program Director: Ronald Doering, NRTEE

#### 1994-95 Associates:

Mark Bekkering, Regional Municipality of Hamilton-Wentworth

Jane Dougan, University of Guelph

Keith Halliday, Canadian Mission to the European Union

Natasha Hassan, The Financial Post

Jim Houston, International Joint Commission

Louise Laliberté, National Caucus Liberal Research Bureau

Suzie Lemyre, Public Works and Government Services Canada

Brigitte Lépine, La Confiserie Comète de St-Hyacinthe

Susan Lett, Sherwood Park, Alberta

Dr. David McKeown, City of Toronto

Jacinthe Séguin, Environment Canada

Brian T. Smith, Metro Transit (Halifax-Dartmouth)

Paul Thappil, Treasury Board of Canada

Robert Wright, Owens, Wright Barristers and Solicitors

### NRTEE Secretariat

Steve Thompson



# Communications and Publications

## Purpose

The communications unit of the National Round Table on the Environment and the Economy promotes and disseminates information on the work of the National Round Table, the round table process, consensus decision making, and sustainable development.

## Achievements in 1994-95

Each year, demand for the National Round Table's publications has grown by leaps and bounds. The past year was no exception. More than 29,000 copies of NRTEE publications were distributed in direct response to mail, phone, fax and e-mail requests, originating from every province and territory in Canada, as well as the United States, Europe and many other points around the globe.

## Bestsellers

Three of the National Round Table's publications emerged as "bestsellers":

*Building Consensus for a Sustainable Future: Guiding Principles* – More than 20,000 copies of this booklet have been distributed to federal, provincial and local government departments, universities, professional institutes, native groups, corporations and individuals from across Canada as well as the United States, Mexico, various European countries, Australia, South Africa and Nigeria.

*Toward Sustainable Communities* – More than 12,000 copies are now circulating and a third printing is planned of this popular book by Mark Roseland. Copies were sent to groups such as the city councils of Halifax and Houston Texas, municipal and regional planning bodies throughout North America, transit services, citizens groups, the Foundation for Sustainable Development (Manila, Philippines), the Global Cities Project (San Francisco), and the National League of Cities (Washington).

*Covering the Environment: A Handbook for Environmental Journalism* – This handbook by Michael Keating has attracted a large and varied readership that includes journalists across the country, the Canadian University Press, CBC, Radio-Canada, the Canadian Science Writers Association and journalists and educators in Brazil, Cuba, Malaysia and Indonesia.

## Recent Publications

During the past year, the National Round Table released several new publications, reports and working papers.

- *Local Round Tables: Realizing Their Full Potential*
- *Advancing Sustainable Development at the Summit of the Americas: Volume I*
- *Projet de société: Canadian Choices For Transitions To Sustainability*
- *Working Paper 20: Linking Land Titles/Registry Systems in Canada to Land-Related Environmental Information*
- *Working Paper 25: Sustainable Development as a Focus for Canada's Foreign Policy*
- *Working Paper 26: Sustainable Development and Academic Institutions: Issues in Interdisciplinary Learning*
- *Working Paper 27: Exploring Barriers to Sound Environmental Practices*
- *Working Paper 28: Environmental Taxation, Revenues, and Effectiveness: The Need for Principled Guidance*
- *Working Paper 29: Principles for the Sustainable Production of Pulp and Paper Products*
- *Working Paper 30: After Rio: The Question of International Institutional Reform*
- *Pathways to Sustainability: Assessing our Progress*

The NRTEE also assisted the Rural and Small Towns program of Mount Allison University in publishing a new resource kit on community sustainable development entitled *Stepping Forward: Discovering Community Potential, Acting on Challenges*.

### **The NRT Review**

Three issues of the *National Round Table Review* were produced during the past year and each was read by an average of 60,000 readers. The spring 1994 issue, *Sustainable Communities*, dealt with sustainable communities initiatives in Canada and abroad. The fall 1994 issue had as its theme *Canada and Sustainable Development: Progress or Postponement?* Expert opinions were solicited on Canada's current progress toward sustainable development and what remains to be done. The winter 1995 issue, *Evaluating Round Table Processes*, took a critical look at multistakeholder processes.

### **Address by Paul Hawken**

In March, 1995, the NRTEE hosted an evening in Ottawa with sustainability advocate Paul Hawken. Over 200 representatives from the federal government, business, local municipalities, and NGOs came to hear the bestselling author of *The Ecology of Commerce*. In an address entitled "Natural Capitalism: The Next Industrial Revolution," Hawken outlined his visionary ideas for a restorative economy. The event was also filmed by the Canadian Parliamentary Channel for TV broadcast.

### **Information Highway**

The National Round Table continued to expand its presence on the "information highway" as an alternative means of disseminating information on sustainable development to a wider audience. It established a conference on the WEB (nrtee.susdev), a computer communications network that serves the environmental, peace, international development, social justice and social services communities. As well, requests for information via the NRTEE's two e-mail addresses (nrtee@web.apc.org and admin-nrtee@nrtee-trnee.ca) increased significantly during the year.

### **Future Directions**

Two new titles will be added to the NRTEE's book series in the spring and summer of 1995. *A Practical Introduction to Environmental Management on Canadian Campuses* by Dixon Thompson and Serena van Bakel, helps universities and colleges to respond effectively to the challenge of reducing both their impacts on the environment and associated costs. It has been produced in partnership with The University of Calgary, the Canadian Association of University Business Officers and Marriott Corporation.

Expanding on the popular booklet *Building Consensus for a Sustainable Future: Guiding Principles*, a third new book will highlight experiences from across Canada and describe how the principles of consensus decision making can be practically applied in many different conflict situations.

This coming year will also see the introduction of the National Round Table's Gopher and World Wide Web sites on the Internet. This will provide on-line computer access to information on the NRTEE and many of our documents and reports.

### **Roy Aitken Sustainable Development Internship Program**

Each summer, the Roy Aitken Sustainable Development Internship Program provides two students who are interested in sustainable development with the opportunity to work for the National Round Table on the Environment and the Economy. The program, sponsored by the International Nickel Company (INCO) and the National Round Table, honours Roy Aitken, former Executive Vice President of INCO Ltd., who passed away in 1992. Aitken, a Canadian leader in sustainable development, was one of the most effective advocates for the view that the environment and the economy must be combined in planning by decision makers.

The two students for the summer of 1994 were Amy Ma, an economics student from the University of Toronto, and Greg Yetman, a geography student from St. Mary's University, Nova Scotia. Amy spent the summer working on the LEAD Canada program, while Greg carried out research on environmental industries.

# NRTEE Publications

## Sustainable Development Book Series



A Manager's Handbook

### *Sustainable Development: A Manager's Handbook*

Helps managers and their organizations assess and improve their environmental and economic performance.

### *The National Waste Reduction Handbook*

Explores options for solid waste reduction at the municipal level and provides waste reduction success stories.

### *Decision Making Practices for Sustainable Development*

Explains how sustainable development can be integrated into the decision making practices of Canadian institutions.

### *Toward Sustainable Communities: A Resource Book for Municipal and Local Governments*

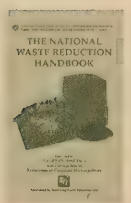
A reference book for local government officials and citizens who want to apply the concept of sustainable development to their own communities. Contains useful case studies and contacts.

### *Trade, Environment and Competitiveness*

A collection of papers by major Canadian and international stakeholders identifying the links between the environment and trade.

### *Green Guide: A User's Guide to Sustainable Development for Canadian Colleges*

Contains a series of case studies from the Association of Canadian Community Colleges member institutions that have attempted to green their campuses.



The National Waste Reduction Handbook

### *Sustainable Development: Getting There From Here*

A handbook for union environment committees and joint labour-management environment committees. Highlights the sustainable development experiences of Canadian unions at the local, regional and national levels.

### *Covering the Environment: A Handbook for Environmental Journalism*

A useful source book for reporters on environmental issues and environmental journalism. Includes contact list.

### *Pathways to Sustainability: Assessing our Progress*

Establishes a framework for a reporting system on progress toward sustainability, with a case study on the Great Lakes basin ecosystem.

## Working Paper Series



Green Guide

1. *Prosperity and Sustainable Development for Canada: Advice to the Prime Minister*, with an introduction on Sustainability and Competitiveness by Ronald Doering and David Runnalls. Presents a series of 14 recommendations and conclusions on prosperity and sustainable development.

2. *The Financial Services Industry and Sustainable Development: Managing Change, Information and Risk*, by J. Anthony Cassils. Discusses the importance of sustainable development for the financial services industry in Canada.

3. *Lender Liability for Contaminated Sites: Issues for Lenders and Investors*, by Ernst & Young. Discusses issues that affect lenders and investors in contaminated sites including which sites should be cleaned up, what standards should be applied, and who should pay for clean up.

4. *Market Correction: Economic Incentives for Sustainable Development*, by Mike Kelly. Introduces market-based policy instruments and presents arguments for and against their implementation.



5. *Environmental Regulations and the Pulp and Paper Industry: An Examination of the Porter Strategy*, by Ronald Doering, François Bregha, Don Roberts, Steve Thompson and Dave Wilson. Tests the hypothesis of Michael Porter that stricter environmental regulation enhances competitiveness.

6. *Environmentally Perverse Government Incentives*, by Philippe Clément. Looks at the impact of government incentives on the environment. Uses the agricultural sector as an example.

7. *Environmental Impact Assessment and Competitiveness*, by Nancy Morgan, Martin Palleson and A.R. Thompson. Evaluates how environmental impact assessment affects Canadian competitiveness and provides specific recommendations on controlling complexity, proliferation and overlap of measures.

8. *Emerging Trends and Issues in Canada's Environmental Industry*, by Anne Fouillard. Defines the environmental industry sector, discusses government funding of research and development in this area and makes recommendations for improving this sector's global performance.

10. *Trade, Competitiveness and the Environment*, by David Runnalls and Murray Smith. A report commissioned by the Canadian Council of Ministers of the Environment. Considers environmental standards and competitive advantage, the impact of environmental policies on trade and the impact of trade agreements on the environment.

11. *Sustainability and Prosperity: The Role of Infrastructure*, by Daryl Fields and Jack Ruitenbeek. Identifies key issues in the planning of physical and information infrastructure for an economically prosperous and sustainable society.

12. *Measuring Sustainable Development: Energy Production and Use in Canada*, by Western Environmental Trends Inc. Presents a family of national indicators for measuring Canada's progress toward sustainable energy production and use.

13. *Exploring Incentives: An Introduction to Incentives and Economic Instruments for Sustainable Development*, by J. Anthony Cassils. Provides an overview of a range of economic instruments and identifies specific opportunities for implementing them.

14. *Canadian Round Tables on the Environment and the Economy: Their History, Form and Function*, by Ronald Doering. Describes the genesis of the round table movement in Canada. Provides examples of how they work.

15. *Reporting on Sustainable Development in Support of National Decision-Makers*, by François Bregha, John Moffet and Vic Nishi. Contrasts the information available to governments in making decisions against the ideal needed to gauge progress toward more sustainable forms of development.

16. *Reporting on Sustainable Development: The Municipal and Household Level*, by Trevor Hancock. Discusses the need for municipalities and households to assess their own activities and impacts as they relate to sustainable development.

17. *Corporate Sustainable Development Reporting in Canada*, by David Nitkin and David Powell. Investigates the state of sustainable development reporting among Canadian corporations, private business establishments and other associations.

18. *Aperçu nationale sur la planification stratégique du développement durable dans les provinces et les territoires du Canada*, by Philippe Clément. Summarizes the response of Canada's provinces and territories to the sustainable development challenge including strategies and actions.

19. *Canada's Agricultural and Trade Policies: Implications for Rural Renewal and Biodiversity*, by Robert Sopuck. Argues that redirecting some of Canada's agricultural support programs into areas that are not countervailable could improve rural conditions and sustain rural life. Recommends redirecting subsidies toward ecological services.

20. *Linking Land Titles/Registry Systems in Canada to Land-Related Environmental Information*, by J. Anthony Cassils. Explores the rationale and benefits of linking Canada's land titles/registry systems with land-related environmental information.



Covering the Environment



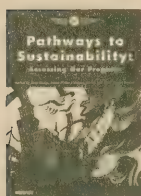
Toward Sustainable Communities



Trade Environment & Competitiveness



Sustainable Development: Getting There From Here



Pathways to Sustainability

21. *A Renewed Framework for Government Accountability in the Area of Sustainable Development: Potential Role for a Canadian Parliamentary Auditor/Commissioner for the Environment*, by François Bregha and Philippe Clément. Provides four options for the mandate of a new parliamentary office.

22. *Media, Fish and Sustainability: A Paper on Sustainable Development and the Canadian News Media*, by Michael Keating. Looks at how the disappearance of the northern cod was handled by the media, and how it might have been handled from a sustainable development perspective.

23. *Harvesting Methods in Canada's Forests*, edited by Steve Thompson. A summary of discussions on harvesting methods by members of the Forest Round Table.

24. *Municipal Reporting on Sustainable Development: A Status Review*, by Douglas Burch. Presents a "snap-shot" of sustainable development reporting at the community and municipal levels and offers insight into its evolution.

25. *Sustainable Development as a Focus for Canada's Foreign Policy*, by John Kirton. A research paper for the Task Force on Foreign Policy which made up part of the NRTEE's submission to the federal government's Foreign Policy Review.

26. *Sustainable Development and Academic Institutions: Issues in Interdisciplinary Learning*. Summarizes discussions from two academic workshops on sustainable development research institutes and teaching programs in Canada.

27. *Exploring Barriers to Sound Environmental Practices*, by J. Anthony Cassils. Looks beyond tax disincentives to explore underlying fiscal and other barriers to sound environmental practices.

28. *Environmental Taxation, Revenues and Effectiveness: The Need for Principled Guidance*, by Robert J.P. Gale. Reviews salient points in the current debate over environmental taxation and suggests certain principles that could be used to guide the setting of green taxes.

29. *Principles for the Sustainable Development of Pulp and Paper Products: A Report from the Pulp and Paper Round Table*, edited by Steve Thompson and Sarah Shadforth. The interim report of the Pulp and Paper Round Table, highlighting agreed to principles.

30. *After Rio: The Question of International Institutional Reform*, by Maurice Strong. Suggests reforms in the management, structures and mandates of United Nations and Bretton Woods institutions.

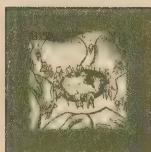
## Reports

*Building Consensus for a Sustainable Future: Guiding Principles*. A joint initiative of the national and provincial round tables. A detailed "how to" on consensus decision making based on 10 principles.

*Toward Reporting Progress on Sustainable Development in Canada: Report to the Prime Minister*. Report of the Task Force on Reporting. Includes 10 recommendations to government for establishing the information systems needed to assess our progress toward sustainable development.

*Achieving Atmospheric Quality Objectives Through the Use of Economic Instruments: A Final Report of the Economic Instruments Collaborative*. Examines the potential for using economic instruments to address Canada's air quality challenges. Report divided in three sections: acid deposition, ground-level ozone and greenhouse gases.

*Forest Round Table on Sustainable Development: Final Report*. A consensus document that includes 26 principles for the sustainable management of Canada's forests and stakeholder action plans.



Building Consensus for a Sustainable Future

*The North American Free Trade Agreement and the North American Commission on the Environment.* Report of a December 1992 workshop held in Ottawa, Ontario.

*Shaping Consensus: The North American Commission on the Environment and NAFTA.* Report of an April 1993 workshop held in Washington, D.C.

*Advancing Sustainable Development at the Summit of the Americas: Volume 1.* Report of July 1994 workshop held in Washington, DC.

*Local Round Tables: Realizing Their Full Potential.* Produced by the B.C. Round Table on the Environment and the Economy in partnership with the Commission on Resources and the Environment, the Fraser Basin Management Board and the National Round Table. A how-to guide on setting up a local round table, based on B.C. examples.

*Model Round Table for Youth Kit.* A guide for educators and facilitators that helps students simulate round tables on a particular issue, identify key stakeholders and work through the consensus decision-making process.

*You Can't Give it Away: Tax Aspects of Ecologically Sensitive Lands.* Published with the North American Wetlands Conservation Council (Canada). Examines how Canada's tax systems can act as a disincentive to setting aside ecologically significant lands for conservation purposes.

*Code of Ethics and Guidelines for Sustainable Tourism.* Published in partnership with the Tourism Association of Canada.

*Focus 2000: A Small Business Guide to Environmental Management.* An action-oriented planning guide designed to help Canadian companies put environmental responsibility into practice.



Model Youth Kit

## Other Products

*COURAGE Cassette and Music Video on Sustainable Development.* Featuring the Canadian rock group INFIDELS and singer-poet Meryn Cadell, with an introduction by Peter Czowski. Encourages respect for the environment among Canadian youth.

*National Round Table Poster.* Includes the NRTEE's ten Objectives for Sustainable Development.

### *Newsletters and Annual Reviews*

Spring '92 (Round Tables in Canada)

Fall '92 (Biodiversity)

Annual Review 91-92

Spring '93 (ENGOS)

Fall '93 (Jobs and the Environment)

Annual Review 92-93

Spring '94 (Sustainable Communities)

Fall '94 (Sustainable Development Progress)

Winter '95 (Evaluating Round Tables)



NRT Review



# Thank you Individuals

**The work of the National Round Table over the past year would not have been possible without the help of many hands and widespread support from individuals and organizations across the country. The Chair and members of the National Round Table would like to thank hundreds of individuals and organizations for their contributions.**

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*the help of many hands...*

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